



# County of San Mateo

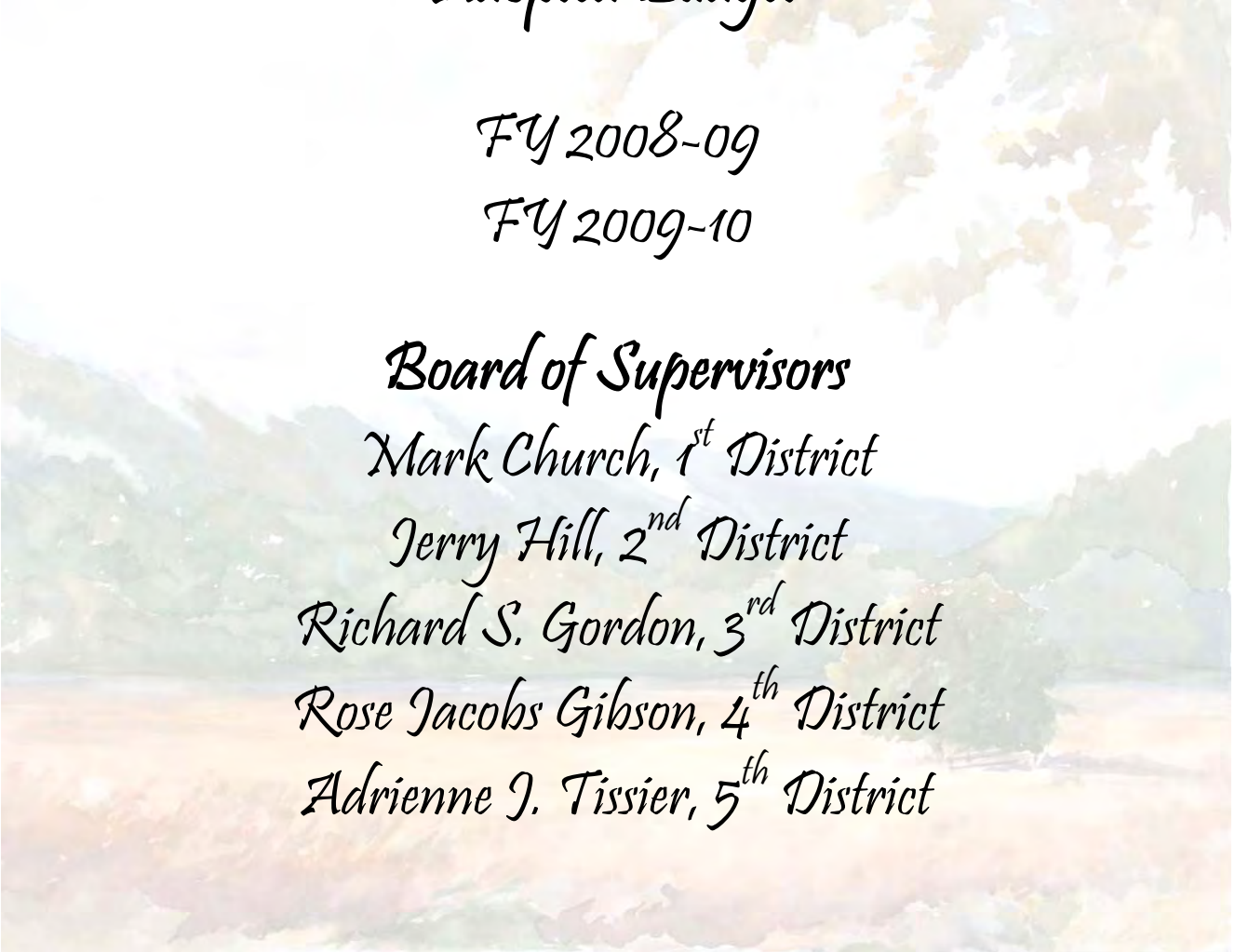
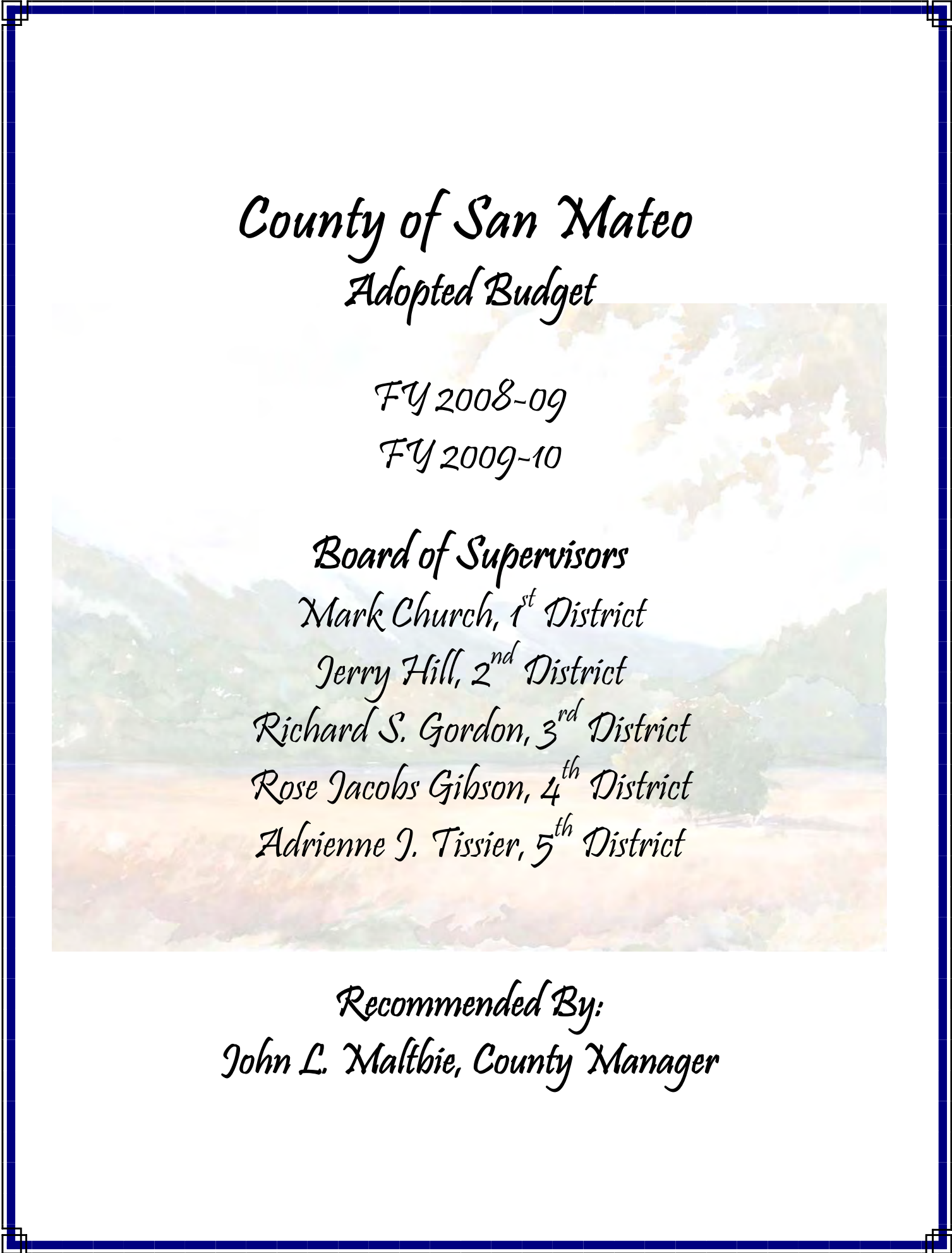
## *Adopted Budget*

*FY 2008-09 FY 2009-10*



*The Sheltering Oak — Mary Raftery 2008*





# *County of San Mateo*

## *Adopted Budget*

*FY 2008-09*

*FY 2009-10*

### *Board of Supervisors*

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*Recommended By:*

*John L. Maltbie, County Manager*





# ADOPTED BUDGET FISCAL YEAR 2008-09 ADOPTED BUDGET FISCAL YEAR 2009-10

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County Manager / Clerk of the Board  
Intergovernmental Affairs  
Debt Service Fund  
Grand Jury

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Probation Department  
San Mateo Medical Center

Michelle Lopez

Coroner's Office  
County Library  
Department of Housing  
District Attorney / Public Administrator  
Fire Services  
Information Services Department  
Local Agency Formation Commission  
Real Property Services  
Planning and Building Department  
Public Safety Communications  
Treasurer / Tax Collector

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of San Mateo  
California**

For the Fiscal Year Beginning

**July 1, 2007**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of San Mateo, California for its annual budget for the fiscal year beginning July 1, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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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



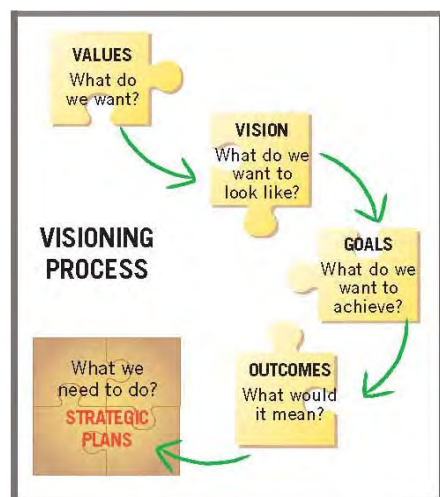
resources in County programs and services to be allocated toward meeting performance targets and improving overall County service delivery. Using the commitments and goals identified through the community visioning process as the long-term direction for County programs and services, all resources are 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.

### **Shared Vision 2025**

Last year, the Board determined it was time to revisit and update the Shared Vision 2010. A broad Community Steering Committee was established and an "Issues Briefing Book" was prepared to initiate and frame the discussion. A total of ten community forums were conducted across the county, including two in Spanish. By far, the largest turnout was the Youth Town Hall, drawing more than 100 middle and high school students. Additionally, over a three month period, the online survey generated 680 completed questionnaires. Taken together, more than 1,000 residents participated in the Shared Vision 2025 process answering the questions - ***What are the most important goals that San Mateo County should set for the year 2025?*** The community process resulted in hundreds of San Mateo County residents engaged in setting future goals. In the coming month the Board of Supervisors will adopt a final set of goals and adopt a Shared Vision 2025 plan for the County.



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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 shows 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
- Expand access to healthcare

**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
- Improve access to healthcare for adults under 400% of Federal Poverty Level who lack health insurance

**Partners:**

- Human Services Agency
- San Mateo Medical Center
- Health Plan of San Mateo
- First5 of San Mateo County
- Human Resources Department
- Department of Housing
- Parks Department
- Planning and Building Department
- SAMTrans
- County Office of Education

#### 2. Expand the County's Workforce 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 source
- Insufficient resources have been allocated to identify and develop future leaders and the County is currently faced with a structural deficit

**Goals:**

- Develop and implement a robust succession planning program to assure that high potential employees are developed to fill key leadership vacancies
- Recruit and retain a workforce that reflects the diversity in the County
- Promote the County as an employer of choice

**Objectives:**

- Increase the number of positions filled by internal candidates
- Increase the number of training courses offered to staff
- Hire key personnel prior to departure of the incumbent
- Increase the number of qualified applicants
- Increase the number of employees with development plans that include the integration of core competencies

**Partners:**

- County Manager's Office
- All County departments
- International City/County Management Association (ICMA)—Preparing the Next Generation Committee
- Human Resources Association (HRA) of San Mateo County
- Colleges and universities

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

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

**Major Issues to be Addressed:**

- Assuring all polling places are ADA compliant to the requirements of the Help America Vote Act (HAVA). Federal and state mandates require each polling facility to maintain certain criterion for accessibility for all voters to participate on election day without undue obstruction

**Goal:**

- Facilitate the participation of disabled voters in the democratic process

**Objective:**

- Continue to improve disabled voter access to polling places and elections

**Partners:**

- Board of Supervisors
- County Commission on Disabilities

- Center for the Independence of the Disabled

## Ensure Basic Health and Safety for All

### **1. 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 healthcare 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.
- Strengthen supports to the 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 prevent and manage chronic disease

**Goals:**

- Strengthen supports to the 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 prevent and manage chronic disease

**Objectives:**

- Increase the number of clients served in the Mental Health system from 12,185 in FY 2006-07 to 12,794 in FY 2007-08; thereafter, the number will likely not increase as there will be no added capacity and positions will be kept frozen
- By 2013, lower the county-wide heart disease death rate (unadjusted) from 185/100,000 to 130/100,000 population, as measured through the *Healthy People 2020* report, through an effective and comprehensive chronic disease prevention approach that will include the elimination of artificial trans fatty acids in foods distributed or served in the county
- Increase the level of physical activity and reduce use of tobacco among children and adults
- Reduce binge drinking among teens and adults

**Partners:**

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

- Sheriff's Office and law enforcement agencies
- Health Plan of San Mateo

### **2. Provide Detention Facilities that Meet Current and Future County Custody Needs**

**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 170% above the Corrections Standards Authority (CSA) rated capacity of 84 inmates. The lack of children's visiting areas and programming space further exacerbates this facility's inadequacies;
- Lack of jail bed space for men in-custody population - the Maguire Correctional Facility (MCF) is chronically overcrowded, reaching over 1,000 inmates on weekends in a facility rated for 688, challenging jail management in providing programming services to inmates;
- Need for adequate housing to separate pre-trial inmates from sentenced inmates, civil from criminal, opposing gang members, criminal co-defendants, and protective custody from potential predators. Managing the current population in overcrowded conditions creates difficult logistics in housing inmates;
- As the Courts and the County's Criminal Justice Departments implement the CJIS Migration Plan, the Sheriff's Office must procure and implement a Jail Management System.

**Goal:**

- Correctional facilities that will meet San Mateo County's female and male, pre-sentenced and sentenced, incarceration needs for the next 30 years, adequately addressing health, welfare and programming needs of offenders while ensuring the public's safety

**Objectives:**

- A new correctional facility that will operate at an average of no more than 90% of CSA rated capacity for 10 years following construction
- A new correctional facility will meet 100% compliance with statutory regulations, offering adequate bed space for maximum, medium and minimum security inmates
- A new correctional facility that will provide space for re-entry programming, counseling activities and children's visiting, providing sentenced men and women equal opportunities for in-custody services or alternative custody programs
- A new correctional facility will alleviate the current overcrowding at Maguire Correctional Facility
- A Jail Management System will meet comprehensive legal and criminal justice requirements for data gathering and records collection

**Partners:**

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- Correctional Health Services
- Information Services Department
- Superior Court
- Probation Department
- District Attorney's Office
- City police departments
- San Mateo County community based organizations

### 3. Treatment and Rehabilitation of Youth Formerly Placed Under State Supervision

**Lead Department/Agency:** Probation Department

**Major Issues to be Addressed:**

- County agencies and service providers will need to collaborate and develop innovative strategies to house and rehabilitate youth with serious criminal histories and multiple needs.
- Probation must develop a multi-phase treatment and reentry strategy that will enable these youth to return to and remain in their communities.

**Goal:**

- To enable youth with serious criminal histories to obtain the mental health services, medical treatment, education, vocational training, and other opportunities they need to allow them to integrate back into their communities without falling back into patterns of crime and self-destructive behavior

**Objectives:**

- Develop a continuum of care for youth who face long stays in San Mateo's detention center or camps and long periods of supervision in the community
- Foster collaboration among County agencies, community-based providers, and the community to increase educational and rehabilitative opportunities for youth held in facilities and those released back into their neighborhoods
- Reduce the inappropriate detention of low-risk youth to accommodate higher numbers and longer stays of more serious offenders

**Partners:**

- County Office of Education
- Courts
- District Attorney's Office
- Health Department (Correctional Health and Mental Health Divisions)
- Human Services Agency
- Parents, guardians, relatives, community leaders, and mentors

- Private Defender
- Vocational training providers

### 4. Day, Evening, Weekend Programs (DEW)

**Lead Department/Agency:** Probation Department

**Major Issue to be Addressed:**

- Since Day, Evening and Weekend Programs are a new and core component to providing alternatives to traditional detention options for Probation officers and their wards, the locations will need to expand to the Northern and Southern regions to allow all youth an opportunity to benefit from such programming.

**Goal:**

- These programs aim to provide additional opportunities for youth to acquire experience and competence in key areas, including academic support, vocational skills, life skills, mental health, health and wellness, and community service without the need for detention

**Objectives:**

For youth participants, these include, but are not limited to:

- Increased school attendance
- Achievement of academic credits toward GED
- Reduced law violations, probation violations, and resulting incarceration
- Participation in community service activities

**Partners:**

- Cities within San Mateo County
- Courts
- YMCA

### 5. Positive Change in Youth's Criminogenic Risk and Needs

**Lead Department/Agency:** Probation Department

**Major Issues to be Addressed:**

- In addition to reducing recidivism among juvenile offenders, County agencies and service providers will need to collaborate to develop opportunities for youth to attain critical developmental assets that will help prevent them from engaging in delinquent behavior and will facilitate their ability to become pro-social, contributing members of their communities.
- As case managers supervising juvenile offenders, Probation officers will need to quantify and monitor positive change in the youth's risk and needs. Additionally, Probation will have to start evaluating programs based on their effectiveness in impacting probation youth's dynamic risks and needs.

**Goal:**

- To enable youth with criminal histories to obtain the mental health services, behavioral, academic, life skills and vocational training, and other developmental assets they need to allow them to healthy, caring, and responsible adults

**Objectives:**

- Increase usage of the information obtained from the new assessment tool into new case planning tool
- Monitor and track reassessments at case transfer and 6 month intervals
- Enlist youth and family participation in plan development and goals
- Work with community agencies to develop programming to address youth needs, with a focus on effectiveness outcomes

**Partners:**

- Community-based treatment providers
- Courts

**6. Gang Intelligence and Investigations Unit (GIU)**

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

**Major Issues to be Addressed:**

- The GIU will need to respond to the increased use of violence and weapons among Bay Area gang members.
- The GIU will need to continue to focus on probation searches as the pattern of past searches reveal that gang members on probation have probation violations and new crimes that would have been undetected but for the efforts of the Gang Task Force.
- Continue to build actionable intelligence about gang members and gang activities.

**Goals:**

- Identify gangs and gang members; generate gang-related intelligence to effectively respond to gang-related crime
- Promote education and prevention efforts for youth
- Act as a full partner with the County-wide Gang Task Force

**Objectives:**

- Increase task force presence in known gang locations
- Increase field contacts, interviews, and probation searches
- Develop outreach and intervention activities

**Partners:**

- San Mateo County Probation Department
- Community-based treatment providers
- Police departments within San Mateo County
- Federal law enforcement agencies

**7. Implement the Health System Redesign Initiative**

**Lead Department/Agency:** San Mateo Medical Center

**Major Issue to be Addressed:**

- Redesigning the County's healthcare delivery system is a key issue to provide services in an environment of scarce resources and rising number of uninsured and underinsured

**Goals:**

- Improve the efficiency of care

- Improve the cost effectiveness of care

**Objectives:**

- Build a Community Health Network comprised of San Mateo County, private hospitals, and community organizations
- Develop alternative care settings for our patients
- Enhance physician leadership and relationships
- Adopt a chronic care and care management approach
- Enhance eligibility and enrollment efforts
- Continue developing the long term care service line
- Implement revenue strategies to increase funding

**Partners:**

- County Manager's Office
- Health Department
- Health Management Associates (HMA)
- Health Plan of San Mateo

**8. Child Welfare Systems Improvement**

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

**Major Issues to be Addressed:**

- Improving outcomes for emancipating foster youth who face challenges of homelessness, unemployment, lack of education, unstable housing, lack of permanent connections, and limited self-sufficiency skills
- Addressing disproportionality in child welfare as it relates to the overrepresentation of children of color in out-of-home care
- Recruiting and retaining competent and committed foster and adoptive homes
- Improving support to kinship caregivers who are often isolated and lack necessary supports to care for children
- Addressing permanency and stability for children in out-of-home care
- Improving partnerships with law enforcement, schools, and the medical community to support the needs of children and families
- Increasing community capacity so that children and families can receive competent services within their own communities
- Recruiting and retaining competent, trained, and culturally sensitive staff

**Goals:**

- Children are, first and foremost, protected from abuse and neglect and have permanence and stability in their living situations
- Family relationships and connections of children are valued and will be preserved whenever possible
- Community partnerships are valuable and necessary to address the needs of children and families

- Child Welfare Services (CWS) staffing and services will reflect county demographics related to race, culture, and language to ensure fairness and equity for all

**Objectives:**

- Strengthen the Independent Living Program by developing additional housing resources and support services
- Provide the necessary supports to kinship caregivers in order to stabilize placements
- Decrease the overrepresentation of children of color in out-of-home care
- Increase newly licensed foster parents in high need areas
- Move children to permanency as early as possible and decrease the number of placement moves

**Partners:**

- Board of Supervisors
- County Manager's Office
- California Department of Social Services
- Other HSA programs
- Department of Housing
- Health Department—Public Health, Behavioral Health
- Probation Department
- San Mateo County Superior and Juvenile Courts
- Law enforcement agencies
- Other County departments
- Community-based organizations
- School districts
- Golden Gate Regional Center
- Foundations

## Shared Vision 2010 Key Department Initiatives—Place

### Offer a Full Range of Housing Choices

#### 1. Countywide Housing Strategy

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

**Major Issues to be Addressed:**

- Insufficient goal alignment and program coordination among the County, cities, agencies, and organizations
- Lack of broadly appreciated Countywide measures of housing production linked to sustainability goals

**Goal:**

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

**Objectives:**

- Publish broadly endorsed 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 broadly endorsed measurable sustainability goals with feasible housing production targets that 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

#### 2. Showcase Housing Solutions

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

**Major Issue 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
- Develop tools that help local decision makers better understand infill housing requirements and implications

- Publish series of local demonstrations and adaptations of best-practice housing solutions

**Partners:**

- Human Services Agency, Center on Homelessness
- Planning and Building Department
- C/CAG, HEART, HOPE, SamTrans, Threshold 2008, Grand Boulevard Initiative, cities

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

#### 1. Revise and Update the County General Plan and Implement Zoning Regulations

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

**Major Issues to be Addressed:**

- The General Plan and Zoning Regulations have not been substantially reviewed in many years
- Planning and Building Department staff require up-to-date regulatory codes to perform their professional responsibilities

**Goal:**

- Complete an update of the County General Plan and Zoning Regulations that represents preferred land use policy and includes effective regulatory provisions

**Objectives:**

- Determine where the existing General Plan is deficient in complying with State-mandated planning requirements or addressing current issues such as climate change and green building
- Determine where the existing General Plan should be revised to provide current information and clearer policy
- Identify what new or revised regulations are necessary to implement the updated General Plan policies
- Revise and eliminate outdated zoning regulations pertaining to land uses that no longer exist in the County
- Simplify complicated code sections
- Update the General Plan taking into account recent developments in zoning theory

**Partners:**

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- Environmental Health Services
- Planning Commission
- County Counsel
- Department of Housing

- Interested community groups

## 2. Ensure that the Best and Latest Environmental Protection Practices are in Place

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

**Major Issues to be Addressed:**

- Local environmental regulations have not been kept current with State legislation
- Lack of adequate measures to prevent potential adverse impacts to the environment

**Goal:**

- Complete the update and implementation of County environmental procedures and related environmental documents

**Objectives:**

- Fully review environmental protections that are not codified
- Update the General Plan taking into account recent developments in environmental protection
- Determine where existing regulations are deficient in complying with State environmental requirements

**Partners:**

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- Environmental Health Services
- Planning Commission
- County Counsel
- Interested community groups

## 3. Maintain the Infrastructure that Serves the Citizens of San Mateo County while Minimizing Impacts on the Environment

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

**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
- Establishment and adoption of sanitary sewer service rates that adequately support the needs and financial obligations of the County maintained sewer and sanitation districts in order to manage and reduce spills from sanitary sewer systems that contaminate creeks and other bodies of water and root intrusion 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
- Currently there does not exist a comprehensive Capital Improvement Program (CIP) that includes all capital projects

(facilities, roads, airports, parks, utilities, etc.), and that projects cash flow needs five years into the future

**Goal:**

- Provide regular maintenance of infrastructure that serve the citizens of San Mateo County while preserving or minimizing impacts on the environment, including sensitive biological areas and habitats of endangered and/or 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 educate customers, maintain routine maintenance schedules, identify trouble spots in the sewer collection systems, and make appropriate repairs
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agricultural Commissioner
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education
- Manage flood control facilities to ensure that they are free of obstructions, thereby protecting residents and businesses from damage resulting from flooding
- Work with homeowner association representatives and customers to develop sewer service charge rates for the Crystal Springs County Sanitation District and the Burlingame Hills Sewer Maintenance District that are acceptable to our customers while being adequate to fund required expenditures, outstanding debt, sewage treatment, and maintenance of the aging infrastructure
- Develop a comprehensive Capital Improvement Program (CIP) that includes all capital projects (facilities, roads, airports, parks, utilities, etc.), and that projects cash flow needs five years into the future, in a single report

**Partners:**

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



## Preserve and Provide People Access to Our Natural Environment

### **1. Mid-Coast Action Plan for Parks and Recreation**

**Lead Department/Agency:** Parks Department

**Major Issues to be Addressed:**

- Mid-coast area of San Mateo County has no neighborhood parks
- Mid-coast has no city type recreational facilities such as ball fields and a recreation center
- Mid-coast area has no recreation programs such as classes, adult learning opportunities, and local organized recreation activities

**Goal:**

- To prepare and implement a plan that will provide local city type recreational programs, facilities and services to the mid-coast area of San Mateo County including the communities of El Granada, Princeton, Miramar, Montara and Moss Beach

**Objectives:**

- Community will have an adequate number and type recreation facilities such as ball fields and neighborhood parks to meet residents needs
- Recreational programs will be provided to meet learning, health related, social, and recreational needs of the communities
- Residents will have a recreation center that will hold events, classes, sporting events, and other activities for local residents

**Partners:**

- Department of Public Works
- Mid Coast Community Council

## Shared Vision 2010 Key Department Initiatives—Prosperity

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

#### **1. Economic Self-Sufficiency for Neediest Residents**

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

**Major Issues to be Addressed:**

- Promoting stable economic self-sufficiency outcomes for individuals and families who struggle to make ends meet
- Placing individuals in occupations with a wage and career ladder enabling self-sufficiency given the county's increasingly high cost of living
- Increasing CalWORKs Welfare to Work client participation in employment and avoiding fiscal sanctions
- Increasing access to healthcare through Medi-Cal enrollment
- Increasing food security through enrollment in Food Stamps

**Goals:**

- Promote greater economic self-sufficiency among the neediest residents of San Mateo County
- Increase Food Stamp enrollments
- Increase employment and employment-related activities to achieve a successful work participation rate
- Increase and sustain enrollments in Medi-Cal
- Engage CalWORKs families in welfare to work activities to prevent sanctions and protect children

**Objectives:**

- Significantly increase the Food Stamp enrollment rate
- Increase the CalWORKs work participation rate for two-parent families and all families
- Increase the number of adults enrolled and retained in the Medi-Cal program
- Improve community awareness and knowledge of, and access to economic self-sufficiency services

**Partners:**

- Board of Supervisors
- County Manager's Office
- Health Department
- San Mateo Medical Center
- Blue Ribbon Task Force on Adult Health Coverage Expansion
- Health Plan of San Mateo County
- Workforce Investment Board
- Vocational Rehabilitation
- Other County departments
- Community colleges
- Employment, training, and workforce development providers such as JobTrain

- Businesses
- Second Harvest Food Bank
- Core Service Agencies
- African American Community Health Advisory Committee
- Faith communities
- Community-based organizations

## Shared Vision 2010 Key Department Initiatives—Partnership

### Responsive, Effective and Collaborative Government

#### 1. Applicable Client Record Search (ACRS)

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

**Major Issue to be Addressed:**

- Multiple County departments currently have data stores containing client data, or are currently implementing a data warehouse, and these data warehouses are not currently interoperable.

**Goal:**

- Provide countywide client coordination and countywide reporting

**Objective:**

- By the end of FY 2008-09, increase the number of interoperable data warehouses in the County by 100% (currently have two interoperable data warehouses)

**Partners:**

- County Manager's Office
- Health Department
- Human Services Agency

#### 2. Identity Management

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

**Major Issues to be Addressed:**

- The County faces significant challenges when trying to manage over 6000 identities across many different IT and business information systems.
- There is a lack of consistent policies and naming standards. Employee information exists in many locations, and those systems are often not integrated and/or ID's and passwords are not synchronized.

**Goal:**

- Improve IT systems authentication processes while concurrently simplifying the authentication process for County staff

**Objective:**

- Improve end user experience and enhance productivity by providing a common sign-on to county-wide and departmental applications.

**Partners:**

- All County departments

#### 3. Incorporating Workflow/Document Flow Automation in IT Initiatives

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

**Major issue to be Addressed**

- Making current processes more efficient

**Goal:**

- All new IT initiatives are workflow based; meaning current process is reviewed and improved workflow is an objective of an IT project

**Objective:**

- By end of FY 2009-10 most new IT initiatives will include a workflow automation component

**Partners:**

- All County Departments

#### 4. Trails Master Plan Update

**Lead Department/Agency:** Parks Department

**Major Issues to be Addressed:**

- Lack of trails available for mountain bike enthusiasts
- Lack of trails connecting east-west to major north-south trails (Bay, Ridge, Coastal, and Crystal Springs Trails)
- Trails between jurisdiction are not linked, or having cooperative management agreements.

**Goals:**

- To prepare and implement an updated plan that will provide multi-agency coordination of trails and trail development throughout the peninsula.
- To identify, design and implement a more robust mountain bike trail network.

**Objectives:**

- To establish a "Blue Ribbon" advisory committee to support trails planning.
- Prepare and implement an updated Trails Master Plan.

**Partners:**

- Department of Public Works
- Equestrian Trail Riders Action Committee (ETRAC)
- Volunteer Horse Patrol (VHP)
- Responsible Organized Mountain Pedalers (ROMP)
- Golden Gate National Recreation Area (GGNRA)
- Midpeninsula Regional Open Space District (MROSD)
- California State Parks
- City Recreation Departments of San Mateo County

#### 5. Community Capacity

**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
- Community preparedness will have to be strengthened to respond to the projected impact of a major disaster

**Goal:**

- 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
- Build community awareness of and response capacity to respond to man-made or natural disasters
- Incorporate community capacity building perspective in work with community-based contracting partners

**Partners:**

- Human Services Agency
- Probation Department
- First 5 San Mateo County
- Human Resources Department (County Nonprofit Liaison)
- County Manager's Office

## 6. Shared Vision 2025 Community Process

**Lead Department/Agency:** County Manger/Clerk of the Board

**Major Issues to be Addressed:**

- It has been almost 10 years since the County began planning for the Shared Vision 2010 process that established long-term commitments and goals for the community
- Management turnover in departments provides an opportunity to involve new managers in Countywide planning processes

**Goal:**

- Engage broad and diverse participation from the community to provide a comprehensive review and update of the Shared Vision 2010 commitments and goals

**Objectives:**

- Complete the Shared Vision 2025 community forums by fall 2007

Develop strategic action plans for implementation beginning in 2008

**Partners:**

- San Mateo County residents
- Businesses
- Non-profit organizations
- Faith groups

- Schools
- County departments
- Other agencies

## 7. Five-Year Plan to Eliminate Structural Budget Deficit

**Lead Department/Agency:** County Manger/Clerk of the Board

**Major Issues to be Addressed:**

- Growth in ongoing costs are quickly outpacing growth in ongoing General Fund revenue such as property and sales tax
- Reserves are currently being used to balance the budget
- General Fund contributions and loans to other funds continue to increase
- The County is an agent of the State and depends on almost 40% of its funding from intergovernmental sources, which will continue to be unstable given the downturn in the state and local economies

**Goal:**

- Eliminate the structural budget deficit by 2013

**Objectives:**

- Undertake no new expenditures without corresponding new revenue or cost-reduction offsets
- Cap the annual rate of increase in General Fund Net County Cost to 3 percent to match expected growth in revenue
- Eliminate General Fund subsidies to County Fire and Sanitation Districts
- Reduce the General Fund contribution to the San Mateo Medical Center to a level consistent with Welfare and Institutions Code §17000 indigent health care obligation, with a target contribution of \$50 million
- Limit future use of excess ERAF to facility and technology infrastructure improvements, productivity enhancements, cost avoidance, reduction of unfunded liabilities, and other one-time uses

**Partners:**

- County Departments
- County Employees
- Labor Organizations
- Community Partners

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

### 1. Collaborate with Partners to Identify and Implement Cost Effective Compensation Structure

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

**Major Issues to be Addressed:**

- Labor and retirement costs, including double-digit annual health care premiums, account for a significant increase in County expenditures
- Maintaining affordable and competitive health care plans in an effort to attract and retain employees

**Goals:**

- Through a collaborative process, reduce and/or stabilize labor costs including health care costs to address the County's structural deficit
- Ensure San Mateo County is competitive and remains an employer of choice
- Recognize workforce differences in proposed strategies
- Keep employee retention high and provide education to employees and stakeholders

**Objective:**

- Identify and implement alternative cost effective compensation structures

**Partners:**

- County Manager's Office
- Labor Organizations
- All County departments

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

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

**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 levels and increasing the strength and variability of weather incidents
- County facilities emit over approximately 15,000 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

**Goal:**

- To reduce County CO<sub>2</sub> emissions by at least 25% or 3,750 tons by 2010 (2005 baseline)

**Objectives:**

- Electricity supplied to existing County facilities by PG&E (the grid) will be reduced by 5% (2005 baseline)

- Energy efficient gas fired co-generation plants installed at the Maguire Jail, the Youth Service Facility, and recently approved for the San Mateo County Medical Center, will be actively monitored and maintained so that anticipated natural gas consumption increases will be leveled out. Solar panels have also been installed at the new County Crime Lab to generate electricity for that facility
- The published miles per gallon (MPG) average of the County passenger vehicle fleet will be raised to 30 MPG. Since 2001 the average MPG for County passenger vehicles has been increased from 22 MPG to 27 MPG
- The Department will evaluate the cost effectiveness of using hydrogen fuel cell technology to supplement the production of electricity for County facilities

**Partners:**

- All departments that use County vehicles and/or occupy space in County owned or leased buildings
- Association of Bay Area Governments
- City/County Association of Governments and its Congestion Management and Environmental Quality Committee
- San Mateo Medical Center (largest energy consumer)
- Sustainable Silicon Valley
- Sustainable San Mateo County



## County of San Mateo

# PROFILE 2008-2009

### 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 this community.

We are committed to:

- The highest standards of public service;
- A common vision of responsiveness;
- The highest standards of ethical conduct;
- Treating people with respect and dignity.

### ABOUT SAN MATEO COUNTY

The County of San Mateo is home to some of the most spectacular and varied geography in the United States, from 54 miles of rugged coast to tidal marshes along the Bay. In between are redwood forests, rolling hills covered with oaks, wetlands, creeks, beaches and farmland all within the County's 741 square miles.

Established on April 19, 1856, San Mateo County has been a center of innovation since its early days and now is home to cutting-edge industries and a county government that is responsive and responsible.

There are 20 cities in San Mateo County, each with unique characteristics, and numerous unincorporated communities. These range from suburban neighborhoods to hamlets tucked away in the forest.

The County is represented in Washington, D.C. by two members of Congress and in Sacramento by three members of the Assembly and two members of the Senate.

The combination of mild climate, abundant open space and economic diversity and vitality make San Mateo County one of the most attractive places to live in the United States.

Residents have long committed to preserving the environment and nearly three-quarters of the County is set



Crystal Springs Reservoir

aside for parks, watershed protection, farmland and other open-space uses.

The County's proximity to leading research institutions such as Stanford University and the University of California along with numerous other colleges and universities has helped create a well-educated and engaged constituency. Home to San Francisco International Airport, the County is a gateway to the world.

### HISTORY

In 1769, while searching for Monterey Bay, a Spanish exploration party led by Captain Gaspar de Portola instead found San Francisco Bay from what is now called Sweeney Ridge between San Bruno and Pacifica. The Spanish expedition found the Peninsula inhabited by several small tribelets of Ohlone Indians. As a result, many Native Americans soon contracted diseases that contributed to great suffering. When Spanish rule of the region gave way to Mexican rule after 1821, numerous large land grants were secured from the Mexican Government. San Mateo County became the site of 17 large ranchos. In 1846, American Naval forces claimed California and just two years later gold was discovered drawing the "forty-niners" in search of fortune. California's population grew and by 1850, Congress granted it statehood.

San Mateo was part of San Francisco County until 1856,

when the County was created out of a political deal. In an effort to eliminate San Francisco 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 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, San Mateo County had 3,214 residents. The San Francisco-San Jose railroad line brought something new to the Peninsula: the commuter.

Many of the "Bonanza and Railroad Kings" purchased portions of the old Mexican land grants and built great mansions on estates. The favorable climate, proximity to natural resources and an improving transportation network helped to fuel the County's growth.

## San Mateo County Government

Each of the five members of the San Mateo County Board of Supervisors is elected in a countywide vote. Each member must, however, live within one of the five geographic districts that are roughly equal in terms of population.



Old Courthouse

Supervisors are elected to four-year terms and can serve up to three terms in office. In addition to the supervisors, six other representatives are elected countywide every four years. They are the Assessor-County Clerk-Recorder, Controller, Coroner, District Attorney/Public Administrator, Sheriff and Treasurer-Tax Collector.

The Clerk of the Superior Court and Chief Probation Officer are appointed by the Superior Court.

Supervisors appoint the County Manager who is tasked with carrying out the Board's policies and goals. The County Manager selects the department heads.

### 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

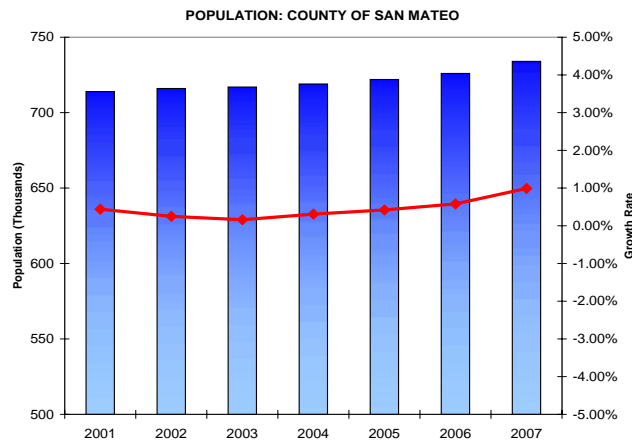
Incorporated: Redwood City, Menlo Park, East Palo Alto.  
Unincorporated: North Fair Oaks, Oak Knoll



## POPULATION

Between Jan. 1, 2006 and Jan. 1, 2007, San Mateo County's population grew one percent, from 726,336 to 733,496, maintaining San Mateo County's rank as the 14th most populous county in California.<sup>1</sup>

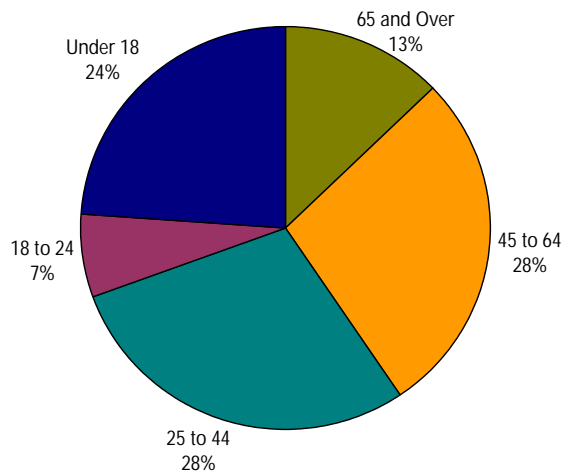
During that same period, California grew by 1.3 percent to 37.7 million residents. Of San Mateo County's 733,496 residents, about 65,557 live in the unincorporated area of the County.



Source: US Census and CA Department of Finance

The California Department of Finance projects that by the year 2010 San Mateo County's population will grow to 761,455 by 2020.<sup>2</sup> In 2005, the County's median age was 39.2 (36.4 for the Nation) and 13 percent of San Mateo County residents were age 65 or older.

### AGE DISTRIBUTION OF SAN MATEO COUNTY POPULATION



Source: American Community Survey, 2005

1 State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2006 and 2007*. Sacramento, California, May 2007.

2 State of California, Department of Finance, *Population Projections for California and its Counties 2000-2050*, Sacramento, California, July 2007.

### SAN MATEO CITY/COUNTY POPULATION ESTIMATES <sup>3</sup>

City	2003	2004	2005	2006	2007
Atherton	7,206	7,250	7,252	7,284	7,423
Belmont	25,365	25,369	25,451	25,725	25,897
Brisbane	3,641	3,674	3,721	3,753	3,789
Burlingame	28,223	28,224	1,565	1,579	1,593
Colma	1,194	1,296	1,565	1,579	1,593
Daly City	104,179	104,375	104,594	105,156	106,160
East Palo Alto	31,672	31,853	32,170	32,183	32,630
Foster City	29,790	29,778	29,854	29,993	30,269
Half Moon Bay	12,273	12,375	12,679	12,775	12,912
Hillsborough	10,948	10,966	10,975	10,998	11,122
Menlo Park	30,760	30,708	30,624	30,842	31,146
Millbrae	20,688	20,682	20,692	20,797	20,965
Pacifica	38,561	38,593	38,650	38,859	39,251
Portola Valley	4,489	4,529	4,535	4,566	4,618
Redwood City	75,891	75,893	75,934	76,322	77,025
San Bruno	40,916	40,939	41,417	41,645	42,145
San Carlos	27,732	27,960	28,169	28,352	28,639
San Mateo	93,562	94,032	94,144	94,605	95,510
South San Francisco	60,787	61,030	61,617	62,017	62,614
Woodside	5,353	5,461	5,491	5,522	5,564
Unincorporated	63,713	64,167	64,367	64,955	65,557
<b>COUNTY TOTAL</b>	<b>716,943</b>	<b>719,154</b>	<b>722,160</b>	<b>726,336</b>	<b>733,496</b>

\*Totals may not equal sum due to rounding

More than 34 percent of San Mateo County residents are foreign born, compared to 12.4 percent nationwide and 27.2 percent in California. Counties in California with higher foreign-born percentages include: Imperial, 34.7 percent; Los Angeles, 36 percent; San Francisco, 35.8 percent; and Santa Clara, 36.3 percent.<sup>4</sup>

### SAN MATEO COUNTY RACE/ETHNIC POPULATION PROJECTIONS

	2000	2010	2020	2030
White	360,423	313,992	280,023	247,584
Hispanic	155,505	188,420	220,258	252,514
Asian	142,989	177,034	197,659	215,191
Pacific Islander	9,853	10,510	11,642	12,533
Black	24,288	26,848	30,463	33,807
American Indian	1,605	1,838	2,351	2,896
Multirace	16,638	18,025	19,059	21,544

Source: 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.

## MAJOR EMPLOYERS

San Mateo County is home to a diverse array of businesses, from Fortune 500 companies to small businesses. The

3 State of California, Department of Finance, *E-4 Population Estimates for Cities, Counties and the State, 2001-2007, with 2000 Benchmark*. Sacramento, California, May 2007.

4 U.S. Census Bureau, 2005 American Community Survey, GCT0501. Percent of People Who Are Foreign Born: 2005.

largest employers are often international leaders and include airlines, biotechnology companies, computer information system designers, research and development firms and healthcare providers and researchers.

The largest employers in the County and their respective number of employees are shown in the chart.

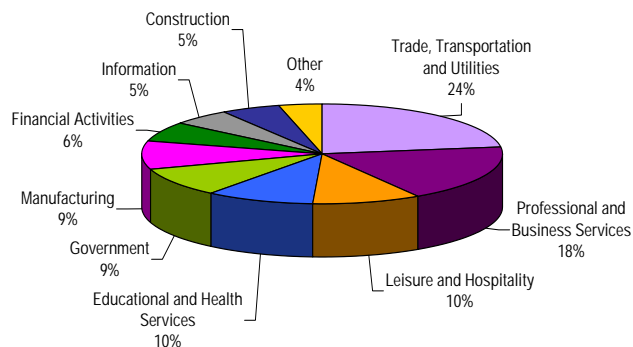
MAJOR EMPLOYERS		
Employer	Number of Employees	% of Total Employment
United Airlines	9,600	2.73%
Genentech	7,845	2.23%
County of San Mateo	5,777	1.64%
Oracle	5,642	1.61%
Kaiser Permanente	3,609	1.03%
Safeway Inc.	2,280	0.65%
US Postal Service	2,174	0.62%
Electronic Arts	2,000	0.57%
Mills-Peninsula Health	1,800	0.51%
Applied Biosystems	1,578	0.45%
<b>TOTAL</b>	<b>42,305</b>	<b>12.04%</b>

Source: County of San Mateo Assessor's Office

TOP TAXPAYERS		
Assessee	Taxable Assessed Value (\$000)	% of Total Taxable Assessed Value
Genentech	\$1,989,793	1.62%
United Airlines	\$1,760,548	1.43%
Oracle	\$580,136	0.47%
Pacific Shores Investors	\$490,900	0.40%
Sun Microsystems	\$368,615	0.30%
Wells REIT University Circle	\$298,860	0.24%
Tyco Electronics	\$297,347	0.24%
Westport Office Park	\$244,494	0.20%
Slough BTC	\$225,687	0.18%
Octopus Holdings	\$224,177	0.18%
<b>TOTAL</b>	<b>\$6,480,557</b>	<b>5.27%</b>

Source: County of San Mateo Assessor's Office

#### EMPLOYMENT BY SECTOR



### Industry Innovators

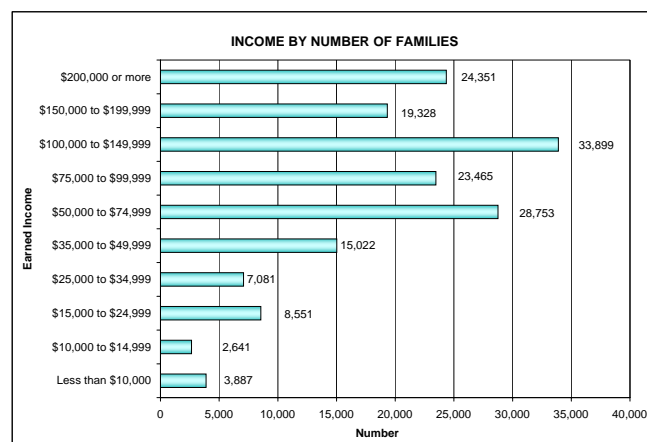
San Mateo County is home to innovative researchers in the pharmaceutical, medical science, computer and other leading-edge industries. Of the 25 Bay Area companies receiving the most number of U.S. patents in 2006, seven are located in San Mateo County.<sup>5</sup>

LARGEST PATENT RECIPIENTS IN SAN MATEO COUNTY			
Company	Number of Patents	Total number of employees company wide	Business description
Oracle Corporation	215	68,000	Software
Genentech Inc.	142	10,460	Human therapeutics
Applera Corp (Appliedbiosystems)	46	5,090	Life sciences
SRI International	44	1,400	Technical and scientific research
Openwave Systems Inc.	27	1,452	Software
Rigel Pharmaceuticals Inc.	25	6,300	Human therapeutics
Theravance Inc.	23	285	Human therapeutics

Source: San Francisco Business Journal, 2007

### INCOME and HOUSING

San Mateo County's median family income in 2006 rose to \$92,721, a twelve percent increase from 2005's \$82,376.<sup>6</sup> The County's unemployment rate stood at 4.2 percent in March 2008, the second lowest of all 58 counties. Unemployment statewide stood at 6.4 percent.<sup>7</sup>



Housing prices in San Mateo County remain among the highest in the United States. Despite a slowdown in sales, housing prices have remained steady: the median price of homes sold in December 2007 was \$733,500, a 0.2 percent decline from the \$735,000 median price of homes sold in December 2006.<sup>8</sup>

<sup>5</sup> San Francisco Business Times, 2007 Book of Lists.

<sup>6</sup> U.S. Census Bureau, 2005 American Community Survey.

<sup>7</sup> Employment Development Department Labor Market Information Division, Monthly Labor Force Data for Counties, April 2008.

<sup>8</sup> DataQuick Information Systems.

Bay Area Counties	Number of Homes Sold December 2006	Number of Homes Sold December 2007	Number of Homes Sold % Change	Median Price December 2006	Median Price December 2007	Median Price % Change
Bay Area	8,372	5,065	-39.5%	618,000	587,500	-4.9%
Alameda	1,589	963	-38.1%	589,000	540,000	-8.3%
Contra Costa	1,788	971	-45.7%	569,500	505,000	-11.3%
Santa Clara	2,106	1,265	-39.9%	656,000	655,000	-0.2%
<b>San Mateo</b>	<b>685</b>	<b>468</b>	<b>-31.7%</b>	<b>735,000</b>	<b>733,500</b>	<b>-0.2%</b>
San Francisco	589	445	-24.4%	745,000	731,000	-1.9%
Marin	268	193	-28.0%	804,750	760,500	-0.5%
Napa	127	72	-43.3%	590,000	590,000	0.0%
Solano	622	360	-42.1%	439,500	370,000	-15.8%
Sonoma	298	308	-48.5%	525,000	410,000	-21.9%

Source: DataQuick Information Systems

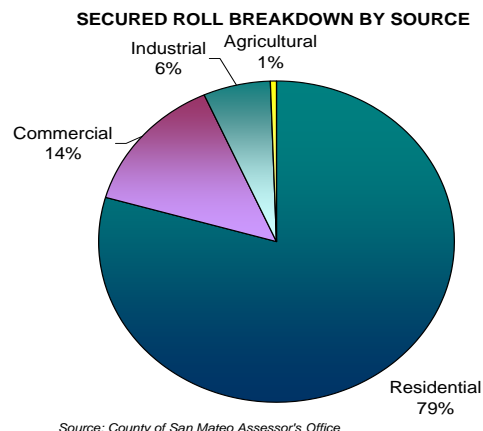
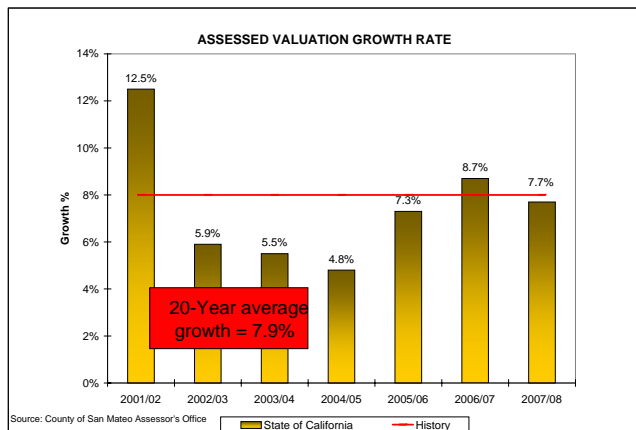


The County had one of the lowest rates of default in the state in the fourth quarter of 2007. However, the number of defaults increased 84 percent over the prior year, from 339 in the fourth quarter of 2006, to 625 in the fourth quarter of 2007.<sup>9</sup>

Monthly rents at the end of 2007 were also among the highest in the nation: \$1,490 for a one-bedroom, one-bath; \$1,703 for a two-bedroom, two-bath; and \$2,063 for a two-bedroom, two-bath.<sup>10</sup> Creating affordable housing is among the County's top priorities.

Notices of Default	4th Quarter 2006	4th Quarter 2007	% Change
California	37994	81550	114.6%
SF Bay Area	5362	12704	136.9%
Sacramento	2635	5807	120.4%
Santa Clara	874	2162	147.4%
Monterey Region	291	1048	260.1%
Alameda County	1173	2573	119.4%
Contra Costa County	1511	3805	151.8%
San Francisco	173	334	93.1%
Marin County	101	224	121.8%
<b>San Mateo</b>	<b>339</b>	<b>625</b>	<b>84.4%</b>
San Joaquin County	1293	3746	189.7%
Stanislaus County	909	2594	185.4%

Source: DataQuick Information Systems



Bay Area Counties	Number of Homes Sold December 2006	Number of Homes Sold December 2007	Number of Homes Sold % Change	Median Price December 2006	Median Price December 2007	Median Price % Change
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Source: DataQuick Information Systems

<sup>9</sup> DataQuick Information Systems

<sup>10</sup> San Mateo County Department of Housing



## TRANSPORTATION

The free flow of people, goods and services is vital to a diverse economy and vibrant culture. Home to San Francisco International Airport, San Mateo County is a gateway to the world and a leading destination for business travelers and tourists. The County is also home to a deepwater port, commuter rail lines and bus service. The region's roadways vary from busy freeways linking the County with San Francisco and Silicon Valley to scenic country lanes.

### San Francisco International Airport



Located along San Francisco Bay, SFO is one of the largest airports in the United States with 35.3 million passengers in calendar year 2007, an increase of 6.7 percent from 2006. Flight operations in 2007 rose 5.7 percent, to 379,500, from 2006. The increases reflect a rebound from the early part of the decade when the total number of passengers and flight operations fell sharply.<sup>11</sup>

SFO is one of the leading gateways to the Pacific Rim and the rest of the world with a 2.5 million square-foot international terminal. Other work completed in the past few years includes a BART station, the AirTrain automated people mover, expanded cargo facilities and roadway improvements.

As Northern California's largest airport, SFO offers flights on 25 international carriers and non-stop flights to more than 60 cities in the United States on 20 domestic airlines.

#### SAN FRANCISCO INTERNATIONAL AIRPORT COMPARATIVE TRAFFIC REPORTS

Fiscal Year	Total Enplaned and Deplaned Passengers
1998	39,326,635
1999	39,515,808
2000	40,287,832
2001	33,955,220
2002	30,741,660
2003	28,786,385
2004	32,156,828
2005	32,802,363
2006	33,077,923
2007	35,317,241

Source: City & County of San Francisco, San Francisco International Airport, Comparative Traffic Reports, 1998-07

The airport is owned and operated by the City and County of San Francisco and plays a major role in the region's economy. In 2007, several airlines expanded or launched service included Virgin America, JetBlue and Aer Lingus. The airlines, airport, shipping firms, restaurants and related companies employ thousands of people in jobs directly and indirectly tied to aviation.

### Port of Redwood City

The only deepwater port in the southern part of San Francisco Bay, the Port of Redwood City provides shipping berths and recreational opportunities for the Peninsula. Construction materials such as gypsum, cement and aggregates used to build roads along with liquid bulk cargo and scrap metal all move through the port. The port in the 2007 fiscal year marked its fourth highest volume total in modern history at more than 1.4 million metric tons.

Despite the high volume, business was down 21.6 percent from the prior year, primarily due to a drop in the construction industry.<sup>12</sup> The 2007 fiscal year, which ended June 30, saw 140 ships and barges call upon the port. The port is a department of the City of Redwood City.

### BART, Caltrain, SamTrans



Improving transportation options remains a high priority for residents, business groups, the County and transit operators.

Caltrain set a record in February 2008: an average weekday ridership of 36,993.

A count of every customer who boarded and departed trains at its 31 stations showed that average weekday ridership increased 9.3 percent compared to February

<sup>11</sup> San Francisco International Airport Comparative Traffic Report, December 2007.

<sup>12</sup> Port of Redwood City news release.

2007. Average weekday ridership has shot up 44.8 percent since Caltrain introduced its Baby Bullet express service in 2004 and reconfigured its schedule in 2005.

The Bay Area Rapid Transit District (BART) has six stations within San Mateo County, including the extension to SFO that opened in June 2003. BART has struggled to achieve ridership numbers in line with projections but ridership on the Peninsula is rising, from 20,354 average weekday exits in 2004 from the stations in Daly City, Colma, South San Francisco, San Bruno, SFO and Millbrae to 23,865 in 2007.<sup>13</sup>

AVERAGE WEEKDAY RIDERSHIP FOR BART, CALTRAIN, AND SAMTRANS						
	2002	2003	2004	2005	2006	2007
<b>BART</b>	14,252	14,177	20,354	21,593	22,730	23,865
<b>Caltrain</b>	30,961	27,191	25,550	28,393	32,031	33,841
<b>SamTrans</b>	56,589	52,927	48,073	46,797	46,845	48,750

Source-BART: BART Fiscal Year Weekday Average Exits from Daly City, Colma, South San Francisco, San Bruno, SFO, and Millbrae stations.

Source-Caltrain: Caltrain average number of weekday boardings based on annual February ridership survey.

Source-SamTrans: SamTrans Fiscal Year ridership report

SamTrans, the County's bus service, also plays a key role in helping people on the move. Average weekday ridership was 48,750 in November 2007. The San Mateo County Transit District operates SamTrans. Caltrain is owned and operated by the Peninsula Corridor Joint Powers Board consisting of San Mateo and Santa Clara counties and the City and County of San Francisco.

## SCHOOLS and YOUTH

San Mateo County's technology, biotechnology and health care industry leaders require a well-educated and trained workforce. There were 88,479 students enrolled in San Mateo County public schools in the 2006-07 school year.<sup>14</sup>

There were 5,663 certified public school staff members: 4,787 teachers; 404 administrators; and 472 pupil service staff.



SAN MATEO COUNTY PUBLIC SCHOOLS	
<b>Number of Students</b>	
K - 8	60,972
9 - 12	27,378
Total	88,350
<b>Certified Staff</b>	
Teachers	4,773
Administrators	415
Pupil services staff	493
Total	5,681
<b>K - 12 Districts</b>	
Elementary	17
High School	3
Unified	3
County Office of Education	1
Total	24
<b>K - 12 Schools</b>	
Elementary schools	110
Middle schools	30
High schools	27
Continuation high schools	6
K - 12 schools	0
County Office of Education Programs	2
Charter schools	14
Total	169
<b>Higher Education Facilities</b>	
Adult Education	5
Community College District	1
Community Colleges	3
Total	9

Source: San Mateo County Office of Education

Enrollment in San Mateo County peaked at about 125,000 during the Baby Boom years and has fallen to as low as 75,000, according to the San Mateo County Office of Education. Enrollment has been stable for the past four years. The County also has numerous private schools.

Compared to the rest of California, San Mateo County is relatively wealthy. However, nearly a third, or 31.7 percent of public school students, participated in the National School Lunch Program in the 2006-07 school year.<sup>15</sup>

San Mateo County's graduation rate stood at 92.4 in 2005-06 compared to 83.2 for California and the drop out rate in the same year was 1.3 percent compared to 3.5 percent for California.<sup>16</sup>

San Mateo County is more highly educated than California as a whole. Forty-four percent of adults over age 25 have a bachelor's or an advanced degree compared to 29 percent for all of California.<sup>17</sup>

13 BART Fiscal Year Weekday Average Exits Report

14 San Mateo County Office of Education

15 San Mateo County Office of Education/California Department of Education/DataQuest

16 San Mateo County Office of Education

17 San Mateo County Office of Education/U.S. Census Bureau, 2006 A American Community Survey

## County of San Mateo Initiatives Year in Review

### Shared Vision 2025

In 2001, the Board of Supervisors presented *Shared Vision 2010*, a report on the values and vision of the people of San Mateo County. The report, developed after numerous community forums, set 10 commitments and 25 measurable goals for the coming decade.



The Board in 2007 set to revisit Shared Vision 2010 to learn how the community vision has evolved. During the latter part of 2007 and early 2008 County staff

and a community steering committee hosted numerous public forums and developed an on-line survey that asked participants the question:

What is the most important goal that San Mateo County should set for the year 2025?

More than 1,000 people provided their answer. The most well-attended forum drew about 100 school students and was co-sponsored by the Youth Commission. Two forums were also held in Spanish.

A report on Shared Vision 2025 will be presented to the Board of Supervisors in summer 2008.

### Youth Commission Earns National Recognition



San Mateo County's Youth Commission in April received a high honor: A 2008 Acts of Caring Award from the National Association of Counties. The Commission received the Youth Service Award, which recognizes the program that best identifies and addresses a critical need in the youth community by engaging young people in service.

The Board of Supervisors in 1993 created the Youth Commission, which consists of representatives from high schools and local colleges. The Commission advises the Board and County departments, supports projects serving youth and encourages inter-generational community service projects.

Several members of the Commission traveled to Washington, D.C., to receive the award on behalf of the entire Commission.

### Working to Improve Patient Safety



San Mateo Medical Center now utilizes barcode scanners to help ensure the right patient receives the right medication in the Medical Center's latest innovation to improve patient safety.

Nurses use these barcode scanners to match a patient's wristband with bar-coded medication packages at the patient's bedside. The computer technology acts as a safety check for the patient and medical professional and is being installed at leading-edge hospitals across the country.

### San Mateo Medical Center Pain Management Clinic

Prior to initiation of the Pain Management Clinic (PMC), patients with chronic pain often used primary care, specialty and emergency department visits at high levels, yet were not achieving optimal relief. Their high and often uncoordinated utilization of services indicated that this might be an area where we could provide better health outcomes at lower cost to the system.



The PMC program was designed to provide better, more comprehensive care for patients with chronic pain. From September 2006 to August 2007, the PMC served 249 patients with 1,234 total encounters.

Patients reported significant improvement in their pain



intensity and psychiatric symptoms. Patients also reported high levels of satisfaction, and rated very highly their willingness to recommend this type of treatment to someone else with a pain problem.

### New Women's Jail Needed



Replacing San Mateo County's outdated Women's Correctional Center with a new facility that would accommodate counseling, educational and treatment programs that have been proven to improve the lives of incarcerated women is a high priority. Throughout 2007 and early 2008 representatives from the Board of Supervisors, Superior Court, Sheriff's

Health Department, Probation Department and others have worked closely together to consider options and plan for new facilities.

### Children's Outdoor Bill of Rights

San Mateo County was the first county in the state, following the Governor's proclamation, to adopt the California Children's Outdoor Bill of Rights in July 2007.



The Children's Outdoor Bill of Rights encourages the participation of children in 10 beneficial outdoor activities: discover California's past, splash in

the water, play in a safe place, camp under the stars, explore nature, learn to swim, play on a team, follow a trail, catch a fish, and celebrate their heritage.

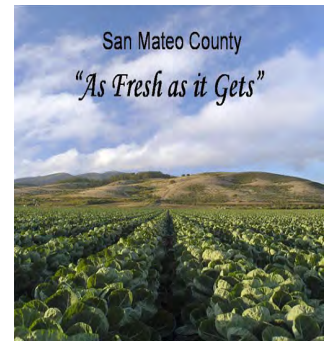
Numerous studies have shown that children who participate in outdoor recreational activities are healthier, do better in school, have better social skills and self-image, lead more fulfilled lives, strengthen family relationships and learn to be stewards of nature.

### As Fresh As It Gets

San Mateo County has partnered with the Farm Bureau and Convention and Visitors Bureau to help local farmers and fishermen who are struggling to compete with imported products. County funding for the "San Mateo County: As Fresh As It Gets" public relations and marketing program will help promote locally harvested fruits and vegetables, floral products and seafood. The program completed a study in 2008 that identified the specific health benefits of the various fruits, vegetables and seafood grown and

harvested in San Mateo County. A comprehensive "Directory of Local Products and Associated Health Benefits" has been created. It lists key nutritional ingredients, the specific health benefits of each product and references and information sources. Other

strategies include farm tours for schools, magazine advertisements, and seasonal media events showcasing specific San Mateo County products, farm families and fishermen.



### 2008 Community Assessment

#### Health & Quality of Life in San Mateo County



Sponsored by The Healthy Community Collaborative of San Mateo County, the 2008 Community Assessment found that, for a majority of County residents, our community is viewed as a wonderful place to

live, work, raise a family and lead a healthy life. However, the report shows that there are certain segments of the population that do not experience good health and a high quality of life.

#### Key findings:

- San Mateo County is among the most culturally and ethnically diverse counties.
- There are two San Mateo Counties: one for the economic "haves" and one for the economic "have nots." The gap between the two is growing.
- Quality health care services in the county are, for the most part, not a problem. Access and affordability are a significant problem.
- The actual causes of premature death are rooted in behavior, and it is estimated that as many as 50 percent of premature deaths are due to health risk behaviors such as tobacco use, poor diet, a lack of exercise and alcohol use, among others.
- With the assessment, it is hoped the community can build on its strengths and focus its ongoing efforts on the key health problems experienced by people living here.

### Access San Mateo County



In March 2008, the County launched a web-based application that provides an easy way for the public

to send questions, complaints and compliments directly to the responsible County staff person based on the selection of topics and sub topics. To use **Access San Mateo County**, there are just three easy steps: choose a topic and sub-topic that matches the subject of your concern; write and submit your request; create an account so we can get back to you. Once you have created your account, you can track the status of your request and view any responses online, 24 hours a day, 7 days a week. This initial launch included the County departments of Housing, Planning and Building and Public Works. Additional County departments will be added in the near future.

### Aging Model Focuses on San Mateo County

The aging of the Baby Boomer population is fast becoming a priority concern for San Mateo County. Baby Boomers are people born between 1946 and 1964, and are considered to be the largest generational cohort in recent history. Although projection figures exist, none have taken into account the uniqueness of San Mateo County, nor provide the level of detail necessary to inform local planning and policy decisions. Service needs in the areas of health, housing and transportation are expected to change along with this demographic shift. The Board of Supervisors adopted the model in October 2007. It is hoped that this rich, new local data source will help inform the strategic planning of City and County Departments, as well as our community partners.

### Creating and Preparing a Competitive Global Workforce



In March 2008, the County partnered with a number of local agencies and corporations to host a forum on how San Mateo County can continue to attract leading-edge industries and prepare children for a competitive global economy. Guest speakers included Sean Randolph, president/CEO of the

Bay Area Council Economic Institute, and Paul Saffo of the Institute for the Future. More than 100 members of the community developed strategies such as increasing funding for public education, increasing the amount of affordable housing and transportation alternatives to relieve the financial burdens on working families and educators and improving partnerships and collaboration between different sectors of government.

### San Mateo – A Cool County



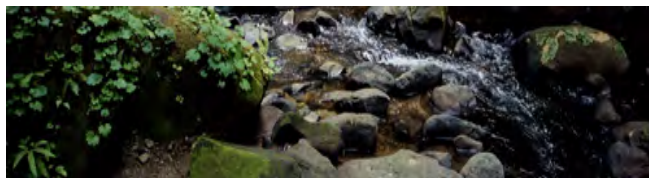
In October 2007, the Board of Supervisors committed San Mateo County to combat global warming and reduce greenhouse gas emissions by adopting the U.S. Cool Counties Initiative, a joint effort between county governments and the Sierra Club. The initiative aims to combat global warming by both raising actions that individuals and local governments can take to reduce emissions. Supervisors pledged to work closely with local, state and federal governments and other leaders to achieve the goal of reducing County greenhouse gas emissions 80 percent by 2050. Supervisors also set a goal to cap the County's global warming emissions by 2010 and then reduce emissions 10 percent every five years through 2050 — an average annual reduction of 2 percent.

### Pharmaceutical Disposal Program



The California State Association of Counties awarded honorable mention to San Mateo County's Pharmaceutical Disposal Program in its 2007 Challenge Awards. The program is an environmentally friendly alternative to flushing medicines and was created to find an appropriate way to dispose of medicines in a way that does not harm wildlife. Other benefits include preventing medications from falling into the hands of anyone who might misuse them. This program is convenient to the public with minimal costs and fulfills all federal requirements concerning this issue. Pharmaceutical disposal receptacles were placed at police departments and at the Sheriff's Office, where anyone can place unwanted medicines in the bins. The US Environmental Protection Agency has praised the program for its efficiency, simplicity and apparent uniqueness on a national level.

### Watershed Protection Community Outreach



In December 2007, the Board of Supervisors directed staff to develop and implement an outreach process that would educate the public about watersheds with the general goal of developing possible recommendations for action. A key element of the outreach process is holding workshops around the County to hear from the public. Public meetings



have been held in La Honda, Moss Beach, Pescadero, Ladera, Half Moon Bay, Redwood City and Menlo Park, and comments are being gathered via an interactive Web site. Staff expects to present recommendations to the Board of Supervisors in late 2008.

### County Exhibit Wins Gold at State Fair



San Mateo County received a gold medal at the 2007 California State Fair for an exhibit that highlighted the County's scenic beauty and leading efforts to reduce energy consumption. This was the first time San Mateo County

won a gold medal in the Fair's Counties Exhibits competition. Participants and community partners included the County of San Mateo, Farm Bureau, Convention and Visitors Bureau, San Mateo County Parks and Recreation Foundation, California State Parks, Big Creek Lumber, Solar City, Marin Day Schools/Bright Horizons and several amateur and professional photographers.

### Domestic Violence Conference: Improving Outreach in Our Diverse Community



Domestic violence is a serious issue that crosses all social, economic and racial boundaries. But in far too many cases, victims of domestic violence do not

report the crime and instead suffer in painful silence. This silence is particularly prevalent in minority communities. Battered women may face communication or cultural barriers and have less access to legal and social services. In some cases, their abusers may use immigration status as a tool of control. More than 300 people came together at the San Mateo County Domestic Violence Conference in November 2007 to explore ways to reach out to minority women and to hear from experts in the field. Conference attendees brainstormed ways to reach underserved communities and vowed to work together to implement new strategies. Participants included the County of San Mateo, Community Overcoming Relationship Abuse (CORA), San Mateo County Health Foundation, Mills-Peninsula Health Services, San Mateo County Police Chiefs and Sheriff Association, Soroptimist International and the San Mateo County Bar Association.

### Get Ready San Mateo County



In an effort to heighten awareness about the need to prepare for emergencies, the video "Get Ready San Mateo County" premiered

in April 2008. The video is a production of the Sheriff's Office of Emergency Services and is intended to alert the public of the need to develop a safety plan and to store food, water, necessary medicine and other supplies in the event of an earthquake or other major emergency.

### A Home for Emancipated Foster Youth



Once foster youth turn 18, many end up homeless and with little guidance or structure in their lives. To help foster youth fulfill their goals and learn how to live on their

own, San Mateo County, in partnership with South San Francisco, bought a small apartment house that will provide a stable home as former foster youth go to school or work. To aid the newly independent adults, San Mateo County will provide rent support and a resident adviser who will teach life skills such as managing a bank account, finding employment and enrolling in college.

### Health System Redesign Initiative

The Board of Supervisors in March 2008 approved the first year of a two-year plan that seeks to design and implement a new, sustainable and creative approach to healthcare delivery that incorporates key recommendations from an assessment of the County's role in healthcare delivery and the recommendations of the Blue Ribbon Task Force on Adult Health Care Coverage Expansion.

The Board of Supervisors in 2006 convened the Blue Ribbon Task Force on Adult Health Care Coverage Expansion to explore options for coverage expansion for low-income adults. Approval of the Task Force's preliminary recommendations in 2007 put San Mateo County on the forefront of the nationwide debate over how to improve the plight of the uninsured without breaking the banks of local government.

The assessment of the County's role in healthcare delivery complements the work of the Blue Ribbon Task Force by focusing on the ways health care is delivered in San Mateo County, especially to vulnerable populations and approaches that the County must take to sustain a viable healthcare safety net.

To achieve a more effective and efficient health care delivery system, the Board directed staff to implement the first year of a two-year plan that focuses on several priority areas, including eligibility and administration, chronic disease management and care coordination, integration across levels of care, and the development of a "Community Health Network for the Underserved" in partnership with private healthcare delivery organizations. The County, in partnership with the Health Plan of San Mateo and Ravenswood Family Health Center, also launched ACE ("Access and Care for Everyone") as a pilot of the Blue Ribbon Task Force aimed at improving access, care coordination and health for low-income, uninsured adults in our community. This pilot is financed through a federal/state grant awarded to 10 counties in California.

### Budget Receives High Marks



For the fourth year in a row, San Mateo County has been honored with the Government Finance Officers Association's Distinguished Budget

Presentation Award. The Government Finance Officers Association of the United States and Canada (GFOA) is a non-profit professional association serving 14,000 government finance professionals throughout North America. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting.

### STARS Awards



The Board of Supervisors in December 2007 honored two programs that demonstrate the highest levels of public service with STARS Awards: Open Access East Palo Alto, a project that increases mental health services, and

the Sheriff's Gang Intelligence and Investigative Unit, which is credited with reducing gang-related violence.

The STARS Awards grew out of the desire by the Board of Supervisors to spur County departments to always strive to improve. The STARS Awards take the County's commitment to Outcome-Based Management - a system to align all County programs and spending with long-term goals - to an ever-higher level by providing incentives for departments to improve efficiency and effectiveness.

The Health Department's Open Access East Palo Alto Project received the STARS Customer Service Award. The Sheriff's Gang Intelligence and Investigation Unit received the Program Performance Award.

### OUR COUNTY



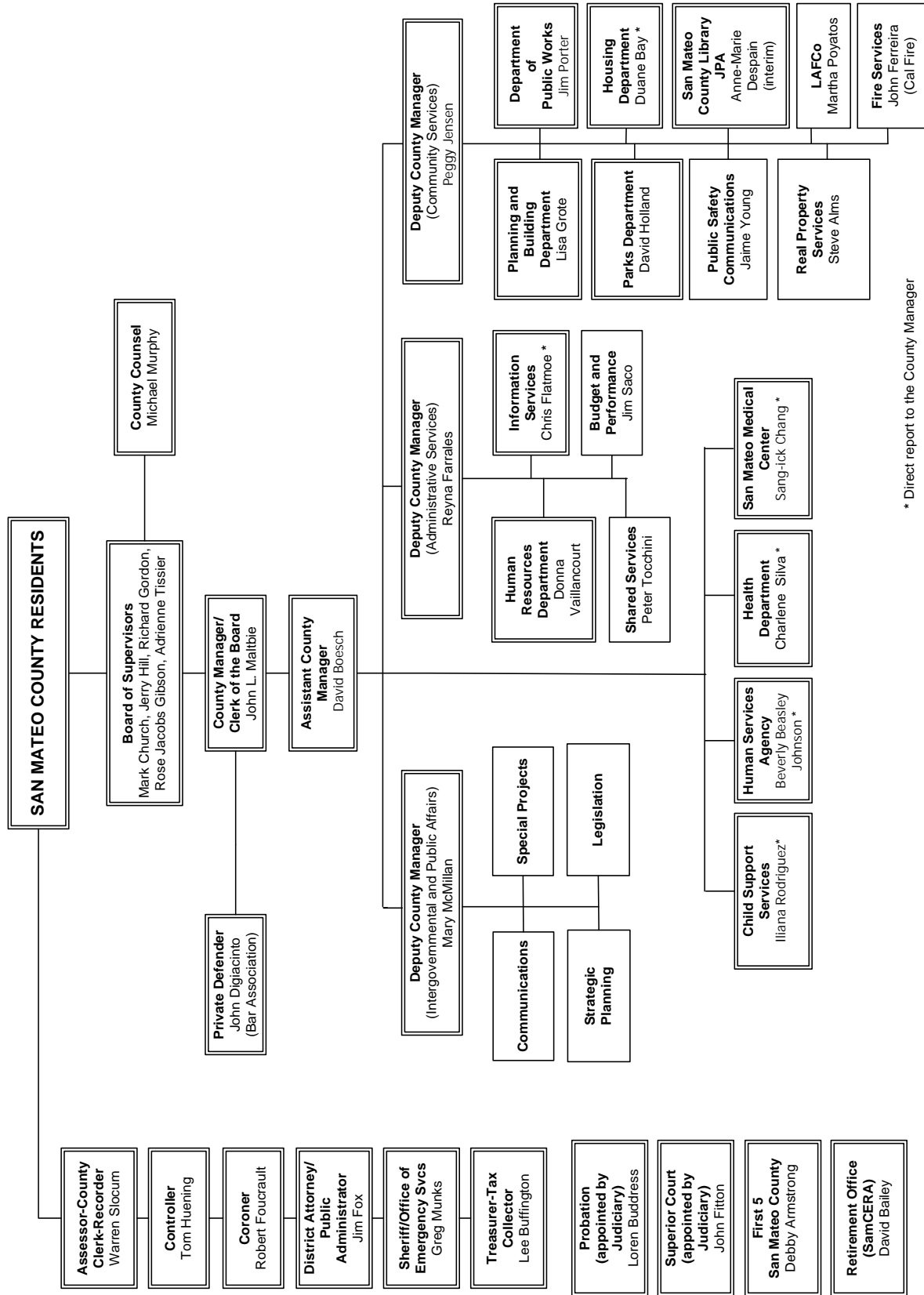
# *County Summaries*



*Adopted Budget*  
*FY 2008-09*  
*FY 2009-10*



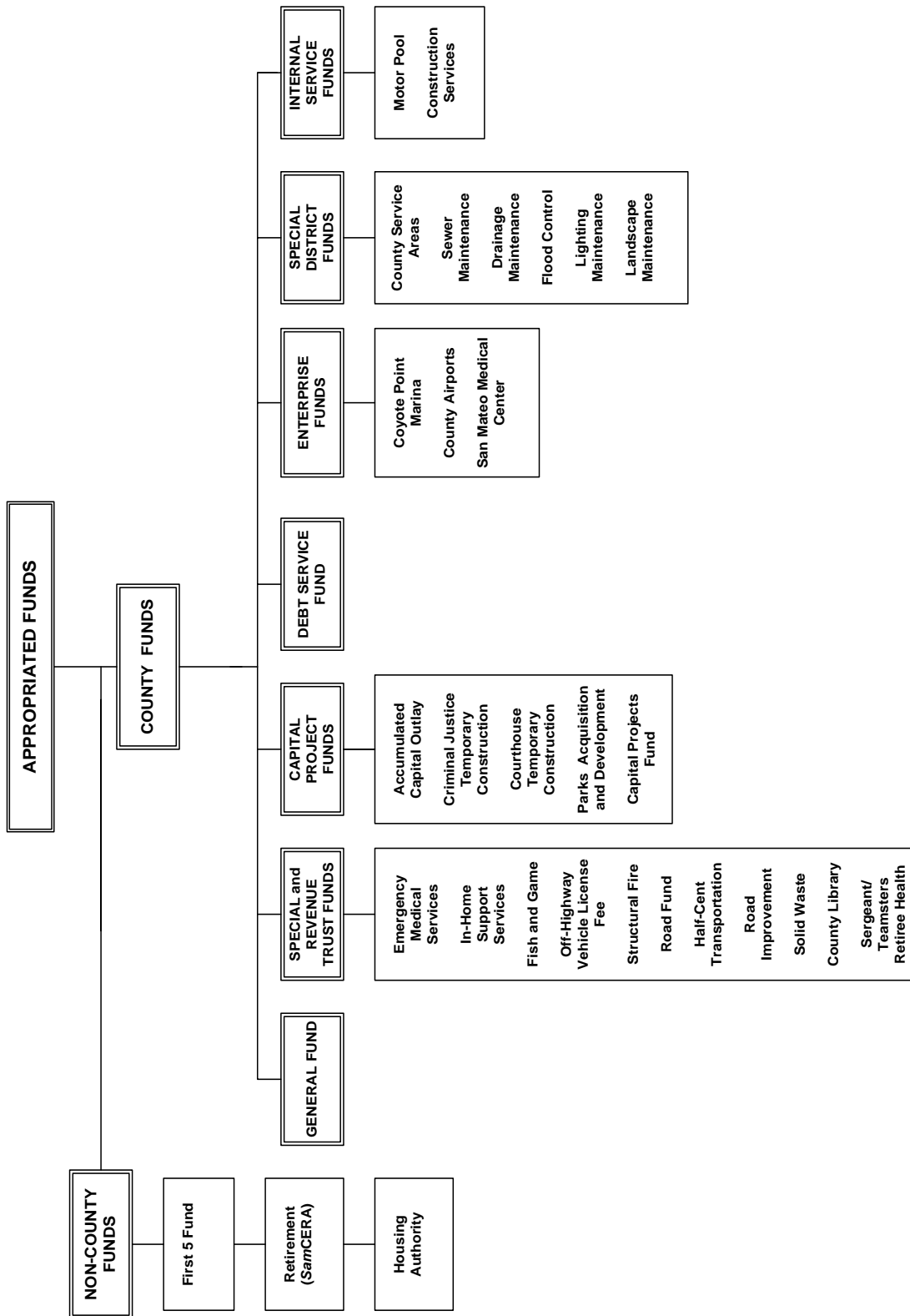
People	<p><b>Realize the potential of our diverse population.</b></p> <ol style="list-style-type: none"> <li>1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.</li> <li>2. Civic engagement – including voting, public service, charitable 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 and 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 *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 *Motor Pool Internal Service 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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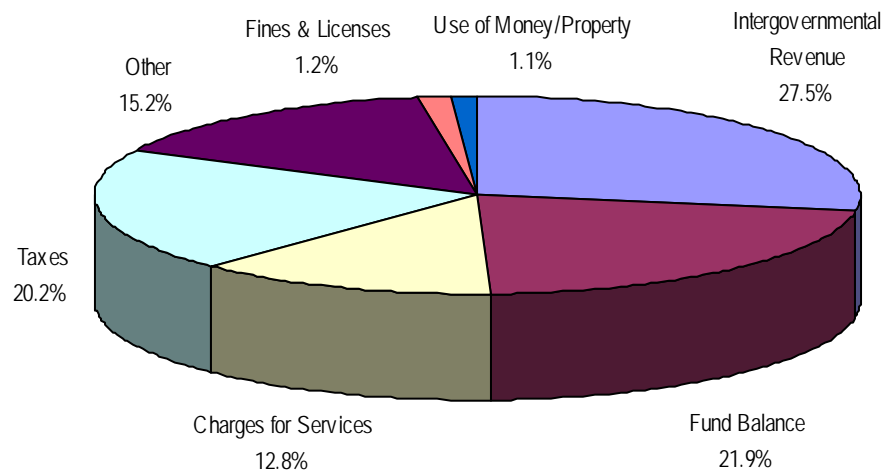
## Non-County Funds

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.

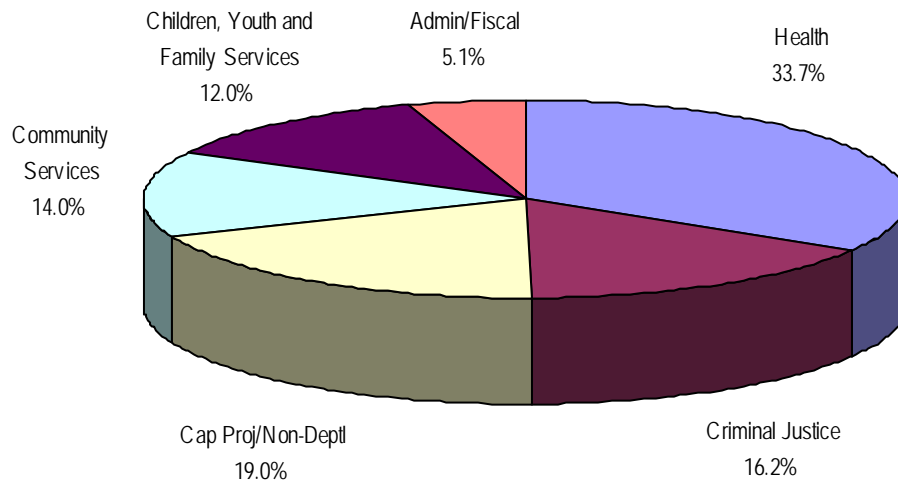
The *Housing Authority Trust Fund* is not maintained by the County, but financial information from the Fund has been entered into the County's budget system so that the Department of Housing's budget display provides an indication of the Department's total costs of providing housing services. The Housing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

**All County Funds  
FY 2008-09 Adopted Sources**



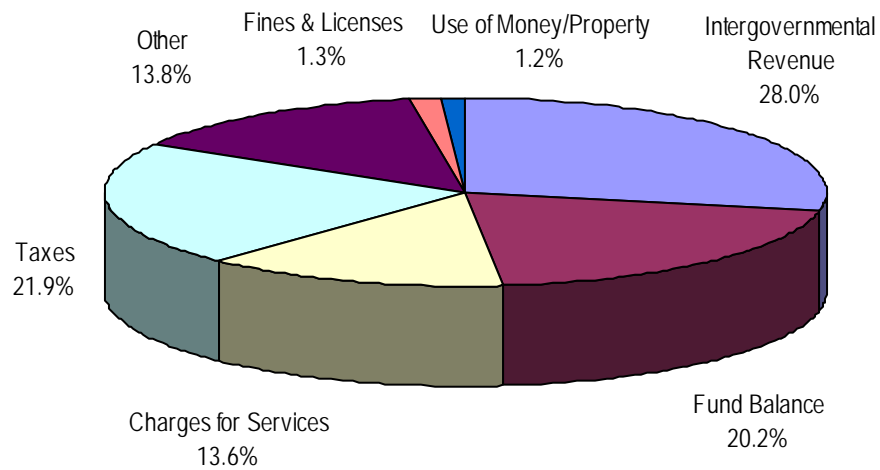
Sources of Funds	Adopted FY 2008-09	Percent of Total
Taxes	361,439,483	20.15%
Licenses, Permits and Franchises	11,366,252	0.63%
Fines, Forfeitures and Penalties	10,955,912	0.61%
Use of Money and Property	20,047,392	1.12%
Intergovernmental Revenues	493,793,042	27.53%
Charges for Services	230,375,585	12.84%
Interfund Revenue	105,227,476	5.87%
Miscellaneous Revenue	53,567,615	2.99%
Other Financing Sources	113,707,834	6.34%
Fund Balance	393,354,450	21.93%
<b>TOTAL SOURCES</b>	<b>1,793,835,041</b>	<b>100.00%</b>

**All County Funds  
FY 2008-09 Adopted Requirements**



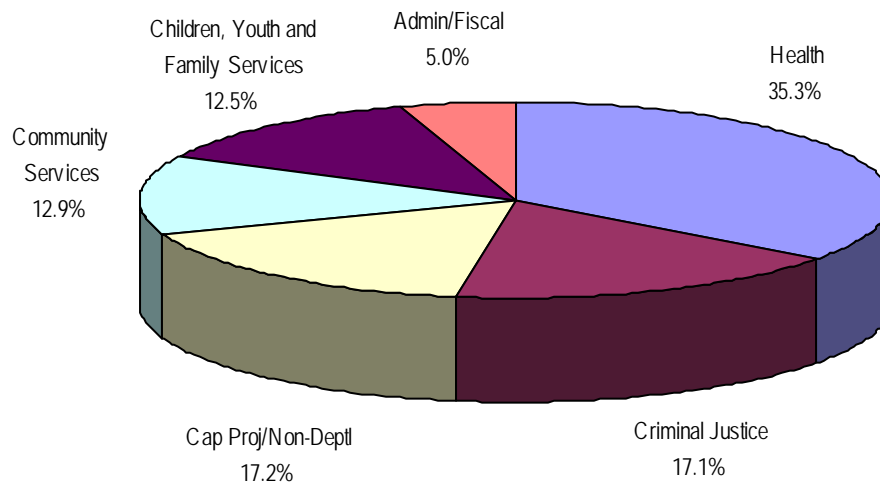
Use of Funds	Adopted FY 2008-09	Percent of Total
Administration and Fiscal	91,714,111	5.11%
Criminal Justice	290,193,979	16.18%
Community Services	251,762,556	14.03%
Health	604,053,928	33.67%
Children, Youth and Family Services	215,362,156	12.01%
Capital Projects/Non-Deptl.	340,748,311	19.00%
<b>TOTAL SOURCES</b>	<b>1,793,835,041</b>	<b>100.00%</b>

### All County Funds FY 2009-10 Adopted Sources



Source of Funds	Adopted FY 2009-10	Percent of Total
Taxes	377,035,864	21.86%
Licenses, Permits and Franchises	11,572,944	0.67%
Fines, Forfeitures and Penalties	10,995,488	0.64%
Use of Money and Property	20,177,220	1.17%
Intergovernmental Revenues	483,707,670	28.04%
Charges for Services	233,952,812	13.56%
Interfund Revenue	103,774,973	6.02%
Miscellaneous Revenue	34,795,071	2.02%
Other Financing Sources	100,093,215	5.80%
Fund Balance	348,824,152	20.22%
<b>TOTAL SOURCES</b>	<b>1,724,929,409</b>	<b>100.00%</b>

**All County Funds  
FY 2009-10 Adopted Requirements**



Use of Funds	Adopted FY 2009-10	Percent of Total
Administration and Fiscal	86,045,893	4.99%
Criminal Justice	294,325,552	17.06%
Community Services	223,107,857	12.93%
Health	608,970,392	35.30%
Children, Youth and Family Services	215,709,042	12.51%
Capital Projects/Non-Deptl.	296,770,673	17.20%
<b>TOTAL SOURCES</b>	<b>1,724,929,409</b>	<b>100.00%</b>

County of San Mateo  
Total Requirements - ALL FUNDS

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>TOTAL REQUIREMENTS</b>						
Administration and Fiscal	91,103,607	87,402,730	91,715,153	91,714,111	(1,042)	86,045,893
Criminal Justice Agency	260,014,274	268,751,237	273,620,931	290,193,979	16,573,048	294,325,552
Community Services	67,416,017	67,220,461	73,393,877	70,310,175	(3,083,702)	69,058,721
Health	289,460,209	316,809,857	325,124,963	330,850,270	5,725,307	331,985,533
Children, Youth and Family Services	170,855,140	179,491,564	208,300,674	215,362,156	7,061,482	215,709,042
Non-Departmental Services	238,096,117	213,569,690	241,319,530	254,195,201	12,875,671	230,901,927
<b>Subtotal General Fund</b>	<b>1,116,945,364</b>	<b>1,133,245,539</b>	<b>1,213,475,128</b>	<b>1,252,625,892</b>	<b>39,150,764</b>	<b>1,228,026,668</b>
Medical Center Enterprise Fund	219,783,446	228,790,026	244,394,784	250,337,989	5,943,205	253,783,843
Coyote Point Marina Operating Fund	2,586,415	2,018,253	3,785,504	2,605,194	(1,180,310)	4,072,120
County Airports Fund	7,473,866	9,440,471	14,047,764	5,697,825	(8,349,939)	2,641,816
Special Revenue and Trust Funds	95,406,107	99,214,744	100,156,057	117,790,658	17,634,601	103,234,739
Capital Projects Funds	23,427,857	24,094,845	44,735,162	39,415,730	(5,319,432)	25,010,302
Debt Service Fund	43,452,120	51,827,728	49,738,960	54,195,925	4,456,965	46,022,450
Special Districts Funds	44,465,814	51,421,737	49,027,532	54,385,845	5,358,313	46,357,310
Internal Service Funds	17,943,402	17,047,121	17,049,318	16,779,983	(269,335)	15,780,161
<b>Total Non-General Fund</b>	<b>454,539,026</b>	<b>483,854,925</b>	<b>522,935,081</b>	<b>541,209,149</b>	<b>18,274,068</b>	<b>496,902,741</b>
<b>Total Requirements - All Funds</b>	<b>1,571,484,390</b>	<b>1,617,100,465</b>	<b>1,736,410,209</b>	<b>1,793,835,041</b>	<b>57,424,832</b>	<b>1,724,929,409</b>
<b>Total Sources - All Funds</b>	<b>1,665,702,091</b>	<b>1,712,585,895</b>	<b>1,736,410,209</b>	<b>1,793,835,041</b>	<b>57,424,832</b>	<b>1,724,929,409</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5,719.0	5,871.0	5,872.0	5,854.0	(18.0)	5,847.0
Funded FTE	5,463.7	5,635.5	5,635.5	5,627.7	(7.8)	5,620.7

County of San Mateo  
ALL FUNDS

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	343,455,199	370,363,702	315,345,546	361,439,483	46,093,937	377,035,864
Licenses, Permits and Franchises	11,858,860	11,242,953	11,731,364	11,366,252	(365,112)	11,572,944
Fines, Forfeitures and Penalties	9,475,444	9,874,079	9,848,800	10,955,912	1,107,112	10,995,488
Use of Money and Property	29,767,211	26,512,305	22,499,458	20,047,392	(2,452,066)	20,177,220
Intergovernmental Revenues	441,260,584	433,169,307	481,457,978	493,793,042	12,335,064	483,707,670
Charges for Services	209,205,051	214,411,245	229,221,035	230,375,585	1,154,550	233,952,812
Interfund Revenue	87,893,139	100,420,914	107,754,310	105,227,476	(2,526,834)	103,774,973
Miscellaneous Revenue	42,238,193	36,772,846	41,058,810	53,567,615	12,508,805	34,795,071
Other Financing Sources	88,412,483	99,143,400	108,108,642	113,707,834	5,599,192	100,093,215
<b>Total Revenue</b>	<b>1,263,566,163</b>	<b>1,301,910,751</b>	<b>1,327,025,943</b>	<b>1,400,480,591</b>	<b>73,454,648</b>	<b>1,376,105,257</b>
Fund Balance	402,135,928	410,675,144	409,384,266	393,354,450	(16,029,816)	348,824,152
<b>TOTAL SOURCES</b>	<b>1,665,702,091</b>	<b>1,712,585,895</b>	<b>1,736,410,209</b>	<b>1,793,835,041</b>	<b>57,424,832</b>	<b>1,724,929,409</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	606,072,528	646,012,207	685,544,707	707,629,493	22,084,786	724,411,589
Services and Supplies	365,176,554	383,020,325	424,895,403	453,289,801	28,394,398	422,157,088
Other Charges	256,830,292	279,974,285	305,424,614	326,235,060	20,810,446	315,801,596
Fixed Assets	34,597,963	27,289,690	64,897,351	55,537,626	(9,359,725)	26,355,317
Other Financing Uses	138,392,379	156,734,066	105,715,524	110,475,731	4,760,207	102,998,379
<b>Gross Appropriations</b>	<b>1,401,069,716</b>	<b>1,493,030,573</b>	<b>1,586,477,599</b>	<b>1,653,167,711</b>	<b>66,690,112</b>	<b>1,591,723,969</b>
Intrafund Transfers	(133,371,252)	(153,961,970)	(162,836,059)	(185,489,246)	(22,653,187)	(180,259,816)
<b>Net Appropriations</b>	<b>1,267,698,464</b>	<b>1,339,068,604</b>	<b>1,423,641,540</b>	<b>1,467,678,465</b>	<b>44,036,925</b>	<b>1,411,464,153</b>
Contingencies/Dept Reserves	303,785,926	278,031,861	312,768,669	326,156,576	13,387,907	313,465,256
<b>TOTAL REQUIREMENTS</b>	<b>1,571,484,390</b>	<b>1,617,100,465</b>	<b>1,736,410,209</b>	<b>1,793,835,041</b>	<b>57,424,832</b>	<b>1,724,929,409</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5,719.0	5,871.0	5,872.0	5,854.0	(18.0)	5,847.0
Funded FTE	5,463.7	5,635.5	5,635.5	5,627.7	(7.8)	5,620.7

County of San Mateo  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	315,056,259	340,475,498	288,021,972	332,141,487	44,119,515	347,779,529
Licenses, Permits and Franchises	6,570,024	6,000,815	6,486,902	6,012,689	(474,213)	6,037,305
Fines, Forfeitures and Penalties	8,084,890	8,164,450	7,974,919	9,047,163	1,072,244	9,074,451
Use of Money and Property	22,983,402	19,695,970	18,289,423	15,727,139	(2,562,284)	16,106,974
Intergovernmental Revenues	372,727,101	364,673,344	394,757,868	400,377,447	5,619,579	402,919,840
Charges for Services	86,496,956	92,371,469	91,324,202	94,893,320	3,569,118	94,652,885
Interfund Revenue	66,548,089	63,575,973	70,791,949	68,463,020	(2,328,929)	67,592,466
Miscellaneous Revenue	28,579,631	27,020,943	29,024,122	37,077,197	8,053,075	25,020,594
Other Financing Sources	483,362	617,323	713,138	3,461,338	2,748,200	1,507,302
<b>Total Revenue</b>	<b>907,529,713</b>	<b>922,595,784</b>	<b>907,384,495</b>	<b>967,200,800</b>	<b>59,816,305</b>	<b>970,691,346</b>
Fund Balance	303,593,101	306,093,915	306,090,633	285,425,092	(20,665,541)	257,335,322
<b>TOTAL SOURCES</b>	<b>1,211,122,814</b>	<b>1,228,689,699</b>	<b>1,213,475,128</b>	<b>1,252,625,892</b>	<b>39,150,764</b>	<b>1,228,026,668</b>

**REQUIREMENTS**

Salaries and Benefits	453,420,692	483,684,630	513,204,904	535,077,232	21,872,328	546,758,518
Services and Supplies	254,152,237	270,665,754	301,602,379	317,899,182	16,296,803	299,150,015
Other Charges	194,944,289	209,781,945	227,680,671	237,243,853	9,563,182	227,524,994
Fixed Assets	15,406,548	3,018,594	7,556,825	7,614,054	57,229	2,249,775
Other Financing Uses	121,099,931	140,551,969	86,808,910	89,150,071	2,341,161	82,283,773
<b>Gross Appropriations</b>	<b>1,039,023,697</b>	<b>1,107,702,892</b>	<b>1,136,853,689</b>	<b>1,186,984,392</b>	<b>50,130,703</b>	<b>1,157,967,075</b>
Intrafund Transfers	(122,517,164)	(144,913,026)	(150,227,433)	(172,816,644)	(22,589,211)	(168,192,841)
<b>Net Appropriations</b>	<b>916,506,533</b>	<b>962,789,867</b>	<b>986,626,256</b>	<b>1,014,167,748</b>	<b>27,541,492</b>	<b>989,774,234</b>
Contingencies/Dept Reserves	200,438,831	170,455,672	226,848,872	238,458,144	11,609,272	238,252,434
<b>TOTAL REQUIREMENTS</b>	<b>1,116,945,364</b>	<b>1,133,245,539</b>	<b>1,213,475,128</b>	<b>1,252,625,892</b>	<b>39,150,764</b>	<b>1,228,026,668</b>

**AUTHORIZED POSITIONS**

Salary Resolution	4,120.0	4,216.0	4,215.0	4,220.0	5.0	4,213.0
Funded FTE	4,013.7	4,131.6	4,127.5	4,141.4	13.9	4,134.4



# Administration and Fiscal General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	6,896	5,596	3,650	3,650		3,650
Use of Money and Property	280,488	272,137	263,926	260,226	(3,700)	255,226
Intergovernmental Revenues	9,210,141	348,678		122,000	122,000	122,000
Charges for Services	22,664,983	24,866,484	20,437,151	20,413,022	(24,129)	19,779,802
Interfund Revenue	17,781,111	16,199,708	19,799,273	17,761,377	(2,037,896)	16,440,651
Miscellaneous Revenue	492,524	425,413	149,000	188,499	39,499	188,499
Other Financing Sources	1,768	2,261	117,823	46,863	(70,960)	46,863
<b>Total Revenue</b>	<b>50,437,911</b>	<b>42,120,278</b>	<b>40,770,823</b>	<b>38,795,637</b>	<b>(1,975,186)</b>	<b>36,836,691</b>
Fund Balance	19,717,561	19,478,541	19,478,541	19,671,471	192,930	15,449,824
<b>TOTAL SOURCES</b>	<b>70,155,472</b>	<b>61,598,819</b>	<b>60,249,364</b>	<b>58,467,108</b>	<b>(1,782,256)</b>	<b>52,286,515</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	59,349,129	64,650,357	68,705,232	71,348,097	2,642,865	72,733,903
Services and Supplies	33,731,424	37,105,461	44,972,680	45,921,929	949,249	35,107,506
Other Charges	7,610,127	8,332,686	8,609,141	10,236,682	1,627,541	9,566,892
Fixed Assets	11,577,349	1,492,208	3,988,468	2,731,197	(1,257,271)	1,484,625
Other Financing Uses	287,364	286,973	324,000	285,994	(38,006)	285,994
<b>Gross Appropriations</b>	<b>112,555,393</b>	<b>111,867,685</b>	<b>126,599,521</b>	<b>130,523,899</b>	<b>3,924,378</b>	<b>119,178,920</b>
Intrafund Transfers	(35,103,226)	(38,087,876)	(44,313,833)	(48,172,490)	(3,858,657)	(42,599,891)
<b>Net Appropriations</b>	<b>77,452,168</b>	<b>73,779,809</b>	<b>82,285,688</b>	<b>82,351,409</b>	<b>65,721</b>	<b>76,579,029</b>
Contingencies/Dept Reserves	13,651,439	13,622,921	9,429,465	9,362,702	(66,763)	9,466,864
<b>TOTAL REQUIREMENTS</b>	<b>91,103,607</b>	<b>87,402,730</b>	<b>91,715,153</b>	<b>91,714,111</b>	<b>(1,042)</b>	<b>86,045,893</b>
<b>NET COUNTY COST</b>	<b>20,948,135</b>	<b>25,803,911</b>	<b>31,465,789</b>	<b>33,247,003</b>	<b>1,781,214</b>	<b>33,759,378</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	534.0	544.0	544.0	540.0	(4.0)	540.0
Funded FTE	520.4	534.0	533.5	533.3	(0.2)	533.3

# Criminal Justice Agency General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	13,109	14,198	12,900	13,300	400	13,300
Fines, Forfeitures and Penalties	7,836,832	7,746,012	7,009,644	8,128,294	1,118,650	8,143,294
Use of Money and Property	61,633	94,703	65,000	67,662	2,662	67,662
Intergovernmental Revenues	87,876,219	82,218,501	85,430,227	87,682,669	2,252,442	88,384,542
Charges for Services	14,660,531	13,861,745	14,440,423	14,591,173	150,750	14,794,995
Interfund Revenue	12,028,490	12,363,648	13,307,086	13,403,801	96,715	13,887,824
Miscellaneous Revenue	1,084,225	1,621,978	1,388,700	1,478,879	90,179	1,478,879
Other Financing Sources	230,000	483,520	483,520	1,007,466	523,946	1,007,466
<b>Total Revenue</b>	<b>123,791,039</b>	<b>118,404,305</b>	<b>122,137,500</b>	<b>126,373,244</b>	<b>4,235,744</b>	<b>127,777,962</b>
Fund Balance	11,515,303	10,821,750	10,818,468	11,863,868	1,045,400	11,610,887
<b>TOTAL SOURCES</b>	<b>135,306,342</b>	<b>129,226,055</b>	<b>132,955,968</b>	<b>138,237,112</b>	<b>5,281,144</b>	<b>139,388,849</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	171,539,187	179,901,445	181,228,647	189,145,916	7,917,269	193,995,313
Services and Supplies	42,327,373	39,902,584	42,727,976	57,587,364	14,859,388	56,701,103
Other Charges	46,859,389	53,134,114	53,827,092	58,056,631	4,229,539	57,957,018
Fixed Assets	2,463,607	507,416	1,357,757	915,150	(442,607)	765,150
Other Financing Uses	908,042	906,084	906,084	905,877	(207)	905,877
<b>Gross Appropriations</b>	<b>264,097,598</b>	<b>274,351,643</b>	<b>280,047,556</b>	<b>306,610,938</b>	<b>26,563,382</b>	<b>310,324,461</b>
Intrafund Transfers	(8,399,962)	(9,438,763)	(10,137,599)	(21,476,593)	(11,338,994)	(21,062,740)
<b>Net Appropriations</b>	<b>255,697,636</b>	<b>264,912,880</b>	<b>269,909,957</b>	<b>285,134,345</b>	<b>15,224,388</b>	<b>289,261,721</b>
Contingencies/Dept Reserves	4,316,638	3,838,357	3,710,974	5,059,634	1,348,660	5,063,831
<b>TOTAL REQUIREMENTS</b>	<b>260,014,274</b>	<b>268,751,237</b>	<b>273,620,931</b>	<b>290,193,979</b>	<b>16,573,048</b>	<b>294,325,552</b>
<b>NET COUNTY COST</b>	<b>125,271,616</b>	<b>176,847,372</b>	<b>178,242,114</b>	<b>191,840,886</b>	<b>13,598,772</b>	<b>195,913,786</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,235.0	1,248.0	1,248.0	1,252.0	4.0	1,245.0
Funded FTE	1,222.5	1,235.7	1,233.1	1,235.9	2.8	1,228.9

Community Services  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	4,277,747	3,689,205	3,956,034	3,484,198	(471,836)	3,484,198
Fines, Forfeitures and Penalties	24,185	21,101	26,000	18,000	(8,000)	18,000
Use of Money and Property	785,026	764,752	886,082	788,751	(97,331)	793,336
Intergovernmental Revenues	9,494,676	9,801,476	12,406,962	9,688,882	(2,718,080)	9,698,321
Charges for Services	7,546,524	8,060,734	7,398,957	7,474,737	75,780	7,598,822
Interfund Revenue	24,818,511	25,017,268	26,520,658	26,824,024	303,366	26,765,173
Miscellaneous Revenue	4,623,366	4,248,058	4,986,666	3,194,303	(1,792,363)	2,907,926
Other Financing Sources	96,441	96,112	35,000	370,178	335,178	376,178
<b>Total Revenue</b>	<b>51,666,476</b>	<b>51,698,707</b>	<b>56,216,359</b>	<b>51,843,073</b>	<b>(4,373,286)</b>	<b>51,641,954</b>
Fund Balance	5,391,813	6,415,086	6,415,086	6,744,950	329,864	6,508,893
<b>TOTAL SOURCES</b>	<b>57,058,289</b>	<b>58,113,793</b>	<b>62,631,445</b>	<b>58,588,023</b>	<b>(4,043,422)</b>	<b>58,150,847</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	37,185,044	39,410,159	42,017,690	43,450,562	1,432,872	44,441,536
Services and Supplies	27,177,246	26,883,355	27,238,219	26,983,325	(254,894)	27,557,932
Other Charges	25,552,196	26,652,425	29,679,651	27,371,384	(2,308,267)	27,139,239
Fixed Assets	82,940	234,070	1,083,600	440,457	(643,143)	
Other Financing Uses	4,645,557	8,882,919	9,095,315	12,680,374	3,585,059	12,619,374
<b>Gross Appropriations</b>	<b>94,642,982</b>	<b>102,062,928</b>	<b>109,114,475</b>	<b>110,926,102</b>	<b>1,811,627</b>	<b>111,758,081</b>
Intrafund Transfers	(31,884,485)	(41,723,343)	(41,258,835)	(45,613,905)	(4,355,070)	(46,883,147)
<b>Net Appropriations</b>	<b>62,758,497</b>	<b>60,339,585</b>	<b>67,855,640</b>	<b>65,312,197</b>	<b>(2,543,443)</b>	<b>64,874,934</b>
Contingencies/Dept Reserves	4,657,520	6,880,876	5,538,237	4,997,978	(540,259)	4,183,787
<b>TOTAL REQUIREMENTS</b>	<b>67,416,017</b>	<b>67,220,461</b>	<b>73,393,877</b>	<b>70,310,175</b>	<b>(3,083,702)</b>	<b>69,058,721</b>
<b>NET COUNTY COST</b>	<b>10,357,728</b>	<b>9,106,668</b>	<b>10,762,432</b>	<b>11,722,152</b>	<b>959,720</b>	<b>10,907,874</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	366.0	374.0	374.0	373.0	(1.0)	373.0
Funded FTE	363.3	369.5	369.5	369.6	0.1	369.6

# Health General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,840,112	1,872,587	2,082,158	2,092,312	10,154	2,116,928
Fines, Forfeitures and Penalties	223,873	397,337	939,275	900,869	(38,406)	913,157
Use of Money and Property	469,138	546,974	610,372	511,355	(99,017)	511,355
Intergovernmental Revenues	120,443,550	126,784,943	126,166,114	127,774,256	1,608,142	127,764,548
Charges for Services	40,348,765	44,469,978	47,646,566	50,881,183	3,234,617	50,946,061
Interfund Revenue	1,059,342	1,192,294	1,199,986	1,137,663	(62,323)	1,162,663
Miscellaneous Revenue	19,302,604	18,240,417	20,574,907	18,147,376	(2,427,531)	18,177,150
Other Financing Sources	155,153	35,430	76,795	76,795		76,795
<b>Total Revenue</b>	<b>183,842,537</b>	<b>193,539,960</b>	<b>199,296,173</b>	<b>201,521,809</b>	<b>2,225,636</b>	<b>201,668,657</b>
Fund Balance	16,043,024	18,797,166	18,797,166	17,552,497	(1,244,669)	17,271,543
<b>TOTAL SOURCES</b>	<b>199,885,561</b>	<b>212,337,126</b>	<b>218,093,339</b>	<b>219,074,306</b>	<b>980,967</b>	<b>218,940,200</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	102,197,081	112,336,273	119,651,274	124,145,420	4,494,146	126,463,663
Services and Supplies	101,173,801	109,105,645	110,492,227	112,255,404	1,763,177	111,565,047
Other Charges	46,576,290	57,343,527	50,050,830	50,916,458	865,628	50,615,456
Fixed Assets	920,186	148,746	135,000	35,250	(99,750)	
Other Financing Uses	54,580,711	55,270,856	58,417,280	58,109,653	(307,627)	58,217,280
<b>Gross Appropriations</b>	<b>305,448,070</b>	<b>334,205,046</b>	<b>338,746,611</b>	<b>345,462,185</b>	<b>6,715,574</b>	<b>346,861,446</b>
Intrafund Transfers	(25,278,726)	(31,506,804)	(27,733,262)	(28,046,696)	(313,434)	(28,310,694)
<b>Net Appropriations</b>	<b>280,169,343</b>	<b>302,698,243</b>	<b>311,013,349</b>	<b>317,415,489</b>	<b>6,402,140</b>	<b>318,550,752</b>
Contingencies/Dept Reserves	9,290,866	14,111,614	14,111,614	13,434,781	(676,833)	13,434,781
<b>TOTAL REQUIREMENTS</b>	<b>289,460,209</b>	<b>316,809,857</b>	<b>325,124,963</b>	<b>330,850,270</b>	<b>5,725,307</b>	<b>331,985,533</b>
<b>NET COUNTY COST</b>	<b>89,574,649</b>	<b>104,472,732</b>	<b>107,031,624</b>	<b>111,775,964</b>	<b>4,744,340</b>	<b>113,045,333</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,063.0	1,100.0	1,099.0	1,101.0	2.0	1,101.0
Funded FTE	1,001.7	1,050.0	1,049.0	1,052.3	3.3	1,052.3

Children, Youth and Family Services  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	142,591,551	143,905,584	168,467,230	172,867,879	4,400,649	174,708,668
Charges for Services	1,275,950	1,073,317	1,401,105	1,533,000	131,895	1,533,000
Interfund Revenue	30,039	31,731				
Miscellaneous Revenue	2,583,537	2,206,751	1,624,849	1,968,140	343,291	1,968,140
<b>Total Revenue</b>	<b>146,481,077</b>	<b>147,217,383</b>	<b>171,493,184</b>	<b>176,369,019</b>	<b>4,875,835</b>	<b>178,209,808</b>
Fund Balance	6,594,706	10,965,913	10,965,913	12,083,584	1,117,671	10,194,929
<b>TOTAL SOURCES</b>	<b>153,075,783</b>	<b>158,183,296</b>	<b>182,459,097</b>	<b>188,452,603</b>	<b>5,993,506</b>	<b>188,404,737</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	82,886,084	87,386,396	96,352,061	101,717,237	5,365,176	103,854,103
Services and Supplies	41,692,655	44,953,439	55,812,079	57,452,313	1,640,234	56,027,991
Other Charges	61,422,719	61,533,492	72,910,697	74,137,638	1,226,941	74,093,389
Fixed Assets	362,466	636,154	992,000	492,000	(500,000)	
Other Financing Uses	1,311,738	318,406	318,406	324,565	6,159	324,565
<b>Gross Appropriations</b>	<b>187,675,662</b>	<b>194,827,886</b>	<b>226,385,243</b>	<b>234,123,753</b>	<b>7,738,510</b>	<b>234,300,048</b>
Intrafund Transfers	(21,447,842)	(23,626,224)	(26,374,471)	(28,956,526)	(2,582,055)	(28,785,935)
<b>Net Appropriations</b>	<b>166,227,820</b>	<b>171,201,662</b>	<b>200,010,772</b>	<b>205,167,227</b>	<b>5,156,455</b>	<b>205,514,113</b>
Contingencies/Dept Reserves	4,627,320	8,289,902	8,289,902	10,194,929	1,905,027	10,194,929
<b>TOTAL REQUIREMENTS</b>	<b>170,855,140</b>	<b>179,491,564</b>	<b>208,300,674</b>	<b>215,362,156</b>	<b>7,061,482</b>	<b>215,709,042</b>
<b>NET COUNTY COST</b>	<b>17,779,357</b>	<b>21,308,268</b>	<b>25,841,577</b>	<b>26,909,553</b>	<b>1,067,976</b>	<b>27,304,305</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	922.0	950.0	950.0	954.0	4.0	954.0
Funded FTE	905.8	942.4	942.4	950.2	7.9	950.2

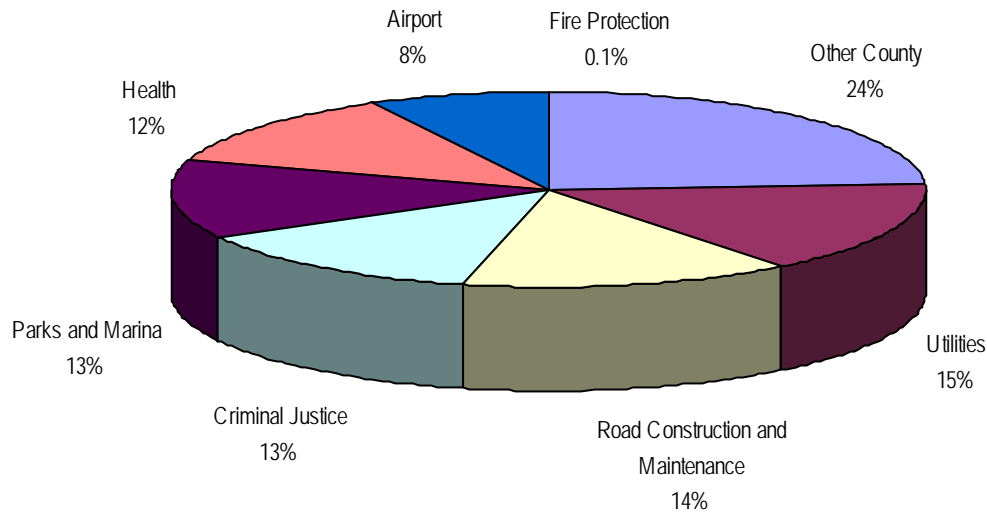
# Non-Departmental Services General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	315,056,259	340,475,498	288,021,972	332,141,487	44,119,515	347,779,529
Licenses, Permits and Franchises	432,160	419,229	432,160	419,229	(12,931)	419,229
Use of Money and Property	21,387,117	18,017,402	16,464,043	14,099,145	(2,364,898)	14,479,395
Intergovernmental Revenues	3,110,964	1,614,162	2,287,335	2,241,761	(45,574)	2,241,761
Charges for Services	204	39,212		205	205	205
Interfund Revenue	10,830,596	8,771,323	9,964,946	9,336,155	(628,791)	9,336,155
Miscellaneous Revenue	493,374	278,325	300,000	12,100,000	11,800,000	300,000
Other Financing Sources				1,960,036	1,960,036	
<b>Total Revenue</b>	<b>351,310,674</b>	<b>369,615,152</b>	<b>317,470,456</b>	<b>372,298,018</b>	<b>54,827,562</b>	<b>374,556,274</b>
Fund Balance	244,330,694	239,615,459	239,615,459	217,508,722	(22,106,737)	196,299,246
<b>TOTAL SOURCES</b>	<b>595,641,368</b>	<b>609,230,611</b>	<b>557,085,915</b>	<b>589,806,740</b>	<b>32,720,825</b>	<b>570,855,520</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	264,167		5,250,000	5,270,000	20,000	5,270,000
Services and Supplies	8,049,738	12,715,270	20,359,198	17,698,847	(2,660,351)	12,190,436
Other Charges	6,923,568	2,785,702	12,603,260	16,525,060	3,921,800	8,153,000
Fixed Assets				3,000,000	3,000,000	
Other Financing Uses	59,366,520	74,886,732	17,747,825	16,843,608	(904,217)	9,930,683
<b>Gross Appropriations</b>	<b>74,603,993</b>	<b>90,387,704</b>	<b>55,960,283</b>	<b>59,337,515</b>	<b>3,377,232</b>	<b>35,544,119</b>
Intrafund Transfers	(402,924)	(530,016)	(409,433)	(550,434)	(141,001)	(550,434)
<b>Net Appropriations</b>	<b>74,201,069</b>	<b>89,857,688</b>	<b>55,550,850</b>	<b>58,787,081</b>	<b>3,236,231</b>	<b>34,993,685</b>
Contingencies/Dept Reserves	163,895,048	123,712,002	185,768,680	195,408,120	9,639,440	195,908,242
<b>TOTAL REQUIREMENTS</b>	<b>238,096,117</b>	<b>213,569,690</b>	<b>241,319,530</b>	<b>254,195,201</b>	<b>12,875,671</b>	<b>230,901,927</b>
<b>NET COUNTY COST</b>	<b>(357,585,500)</b>	<b>(395,702,198)</b>	<b>(315,766,385)</b>	<b>(335,611,539)</b>	<b>(19,845,154)</b>	<b>(339,953,593)</b>

## Capital Projects Summary All Funds

**Capital Improvement Projects by Function  
FY 2008-09**



Capital Improvement Projects Budget for FY 2008-09 and FY 2009-10	FY 2008-09	FY 2009-10
Road Construction and Maintenance Projects (pages 3-132 to 3-136)		
Slurry/Chip Seal Various Roads (Road Fund)	915,000	1,200,000
Major Construction Projects (Road Fund)	3,945,006	2,000,000
Major Construction and Resurfacing Projects (Roadway Improvement Fund)	750,000	500,000
Utilities Projects (pages 3-159 to 3-166)		
Sewer Maintenance/Sanitation Projects	2,189,000	45,000
Lighting Districts	350,000	0
Flood Control Projects	3,500,000	2,000,000
Airport Improvement Projects (pages 3-167 to 3-172)	2,992,948	0
Capital Projects Fund (pages 6-19 to 6-38)		
Criminal Justice Projects	5,199,812	2,599,906
Health Projects	4,890,857	2,445,428
Parks and Marina Projects	5,189,647	2,594,824
Fire Protection Projects	44,751	22,376
Other County Projects	9,563,023	4,782,008
<b>TOTAL CAPITAL IMPROVEMENT PROJECTS - ALL FUNDS</b>	<b>39,530,044</b>	<b>18,189,542</b>

## Capital Projects Summary

### Capital Improvement Program Fiscal Years 2008-10

The Adopted Capital Improvement Program (CIP) for Fiscal Years 2008-09 and 2009-10 is hereby submitted pursuant to Section 2.16.120 of the San Mateo County Code. The CIP includes the one-time outlay of funds for construction, structural improvements, and non-structural renovations to County-owned buildings. It also includes major construction, renovation, or rehabilitation of County infrastructure assets such as roads, utilities, and airports, which are budgeted separately in the Department of Public Works budget (see table on previous page). This summary provides a brief overview of the County's consolidated capital program.

The County is putting the finishing touches on a five-year CIP, which will serve as a planning tool to track all capital projects and their estimated costs, giving policy makers an instrument to schedule future projects and anticipate potential financial challenges. Central to the development of the five-year CIP is the Facility Condition Information System (FCIS) that was acquired by the County two years ago. This system is used to catalog and track facility maintenance and forecast future maintenance needs and estimated costs. Using FCIS, the Department of Public Works has developed a plan to address the current backlog of deferred maintenance over the next five years. A five-year CIP for projects can be found on pages 6-27 to 6-29.

Large-scale projects may extend over several fiscal years. The Capital Projects Summary reflects only the County's financial commitment for FY 2008-09 and FY 2009-10 and includes both 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 Projects Fund Overview

The Capital Projects Fund (8500D), which can be found in the Non-Departmental Services section of this budget, contains 228 fully-funded projects, including 54 projects that are new this year, representing a total cost of \$24,888,090. Total new spending from the General Fund, including a facility surcharge tacked on to County rent charges, is \$7,046,379.

### Significant Projects Completed in Fiscal Year 2007-08

#### Road Construction and Maintenance

The Public Works Road Construction and Maintenance section chip sealed approximately 9.5 miles of roads in the coastside area, utilizing in-house labor and rented equipment. This type of work is integral to efficiently maintaining the County's overall road network and reducing the need for road maintenance. The work in FY 2007-08 cost approximately \$0.28/square foot, roughly one-tenth the cost of the next level of treatment (a thin asphalt overlay), and has resulted in an overall improvement in the County Pavement Condition Index used as the County's measure of overall road condition.

Also completed was the installation of approximately 600 linear feet of a french drain system in the La Honda area to transport water from an existing slide area, improving overall stability of the hillside and enabling mitigation construction efforts to commence sooner in Spring 2008. The french drain system was completed at a cost of \$200,000. An assessment district was established for slope stabilization improvements and road repair on Scenic Drive in response to the La Honda landslide. The total cost of the improvements is estimated at \$6,122,500. The County will make a one-time contribution of \$4,012,060 and the balance will be funded through assessments on the property owners within the District.

#### Utilities

##### **Lighting Retrofits**

The County has been participating in an Association of Bay Area Governments (ABAG)-sponsored program to retrofit lighting in county facilities in order to reduce energy costs. This year saw the completion of two lighting retrofit projects, one in County Office Building 1 and the other at the Health Services Building in East Palo Alto, at a total cost of \$283,000. It is expected that these projects will save the County \$30,000 per year, resulting in a project payback of less than ten years.

#### Facilities

##### **First American Title Company Building**

The First American Title building at 555 Marshall Street in Redwood City was purchased at a cost of \$4 million. It was the second land acquisition in the last three years that contributes to the County's long-term plan of completing the Redwood City Campus with the construction of a new County Office Building. The County must still negotiate ownership of Traffic/Small Claims Court with the State and find a new location for the Lathrop House (historical landmark) before moving forward with construction.



## Significant Projects in Fiscal Year 2008-09

### **Reopening of the Medium Security Facility**

Currently, both adult detention facilities in the County are severely overcrowded. The Maguire Correctional Facility (MCF) had an Average Daily Population (ADP) of 1,012 inmates in 2007. While MCF is rated for 688 inmates, it is consistently operating at 47 percent over rated capacity. Crowding at the Women's Correctional Center (WCC) has been even more acute, with an ADP of 144 versus a rated capacity of 84 or 71 percent over rated capacity.

A temporary short-term solution is to refurbish and reopen the Medium Security Facility (MSF) in La Honda to ease overcrowding as a temporary detention facility during demolition and reconstruction of the new jail. The reopened MSF, which was closed in the late 1990s, will serve as a sentenced inmate, reentry program for men until the new jail facility is completed. The FY 2008-09 CIP budget includes \$680,020 for this project, including rollover appropriations of \$537,020 from FY 2007-08. Early projections indicate that this facility may add up to \$5.3 million per year in ongoing costs for three to four years until a permanent facility is completed. The operating costs include minimum staffing levels of ten Deputy Sheriffs, five Correctional Officers, and five Sergeants to operate the facility on a 24/7 basis including relief staffing. Also included are service charges for food, facilities, radio/telephone/data communications, inmate clothing and bedding, inmate transportation, correctional health services, and inmate programming.

### **New Correctional Facility**

A needs assessment was completed in FY 2007-08. The study was the basis for the County's efforts to secure AB 900 State funding for correctional facility construction. Unfortunately, the County's application was unsuccessful. In light of prison and parole reform initiatives being considered at the state level, the County is still determining the appropriate size of the facility, taking into account future inmate population projections, inmate programming needs, and potentially expanded parole and reentry programming.

### **Meadowview Playground**

The County recently went to bid to rebuild the Meadowview Playground in Junipero Serra County Park in San Bruno. This replacement project will improve accessibility and safety for the playground with the installation of accessible paths of travel, new recycled-content playground equipment, and surfacing that complies with current accessibility and safety standards. Public input played a key role in identifying specific needs for the playground project, which is expected to be completed by the end of 2008.

### **Road Construction and Maintenance**

The Public Works Road Construction and Maintenance section will chip seal approximately 21 miles of coastal roads to provide additional improvements to the County's overall road network and further reduce required maintenance efforts.

### **Replacement of Dock 29, Coyote Point Marina**

Dock 29, built in 1976, has traditionally handled the largest boats at the Coyote Point Marina. Due to its existing condition, the dock has been mothballed and boats normally docked there are temporarily being docked elsewhere. The Parks Department recently secured a loan for \$1.8 million from the California Department of Boating and Waterways to replace the dock with a new facility. At full occupancy, the new dock will ensure a continued revenue stream of approximately \$110,000 annually.

### **Ron Robinson Senior Care Center Expansion**

The Ron Robinson Senior Care Center is a unique, interdisciplinary primary care and geriatric assessment outpatient clinic for elderly residents of San Mateo County. Since opening in March 2004, it has served thousands of seniors and has proved so successful that it has outgrown its initial physical space. The San Mateo Medical Center has received a grant of \$1.5 million to expand the facility by 2,000 square feet. It is estimated that the expansion will secure an additional \$180,000 in revenue for the Medical Center.

### **Youth Services Center (YSC) Receiving Home**

At a cost of \$2 million, the new YSC Receiving Home will replace the current facility located at Hacienda and 37th Avenue in San Mateo. The new facility will provide shelter care for children aged 18 or under, who need to be removed from their own homes because they are in personal danger due to neglect, abuse, abandonment, exploitation, or other family crisis. No additional operating costs are anticipated as staff from the existing facility will be transferred.

County of San Mateo  
ALL FUNDS

FY 2008-09 Revenues by Type

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	% Change 2008-09
<b>SOURCES</b>						
Property Taxes - General Fund	162,772,410	174,527,341	162,983,289	186,081,335	23,098,046	14.2%
Property Taxes - Non-General Fund	23,852,608	25,038,126	24,327,373	26,030,144	1,702,771	7.0%
Property Taxes - Supplemental	9,898,894	10,034,847	9,763,119	9,457,138	(305,981)	(3.1%)
Property Transfer Tax	8,192,593	6,010,759	6,855,315	6,366,914	(488,401)	(7.1%)
Return of Property Tax (Excess ERAF)	54,334,630	63,526,090	22,692,798	29,666,185	6,973,387	30.7%
Property Tax In-Lieu of VLF	63,336,649	68,182,663	66,802,461	72,949,556	6,147,095	9.2%
Property Tax In-Lieu of Sales Tax	4,234,284	4,615,928	4,595,998	4,731,326	135,328	2.9%
Sales and Use Taxes	13,756,653	15,389,338	13,719,799	16,246,273	2,526,474	18.4%
Half-Cent Transportation Taxes	1,139,801	1,179,169	1,381,925	1,381,925		0.0%
Transient Occupancy Tax	907,421	749,628	1,073,173	1,246,832	173,659	16.2%
Other Taxes	1,029,256	1,109,813	1,150,296	7,281,855	6,131,559	533.0%
<b>Taxes</b>	<b>343,455,199</b>	<b>370,363,702</b>	<b>315,345,546</b>	<b>361,439,483</b>	<b>46,093,937</b>	<b>14.6%</b>
Building Permits	2,689,283	2,242,445	2,497,693	2,238,000	(259,693)	(10.4%)
Development and Zoning Permits	1,858,796	1,751,762	1,997,977	1,910,570	(87,407)	(4.4%)
Franchise Fees	6,124,607	6,080,186	5,961,622	5,913,490	(48,132)	(0.8%)
Other Licenses and Permits	1,186,174	1,168,560	1,274,072	1,304,192	30,120	2.4%
<b>Licenses, Permits and Franchises</b>	<b>11,858,860</b>	<b>11,242,953</b>	<b>11,731,364</b>	<b>11,366,252</b>	<b>(365,112)</b>	<b>(3.1%)</b>
Court Fines and Forfeitures	8,662,336	8,947,035	9,390,217	10,313,912	923,695	9.8%
Other Penalties and Forfeitures	813,108	927,044	458,583	642,000	183,417	40.0%
<b>Fines, Forfeitures and Penalties</b>	<b>9,475,444</b>	<b>9,874,079</b>	<b>9,848,800</b>	<b>10,955,912</b>	<b>1,107,112</b>	<b>11.2%</b>
Interest Earnings	20,816,049	19,555,352	17,168,036	14,414,553	(2,753,483)	(16.0%)
Other Investment Income	5,768,177	3,574,447	2,182,145	2,182,145		0.0%
Rents and Concessions	3,182,986	3,382,505	3,149,277	3,450,694	301,417	9.8%
<b>Use of Money and Property</b>	<b>29,767,212</b>	<b>26,512,304</b>	<b>22,499,458</b>	<b>20,047,392</b>	<b>(2,452,066)</b>	<b>(10.9%)</b>
Realignment	69,746,379	72,970,268	77,606,937	78,029,998	423,061	0.5%
Public Safety Sales Tax (Prop. 172)	64,206,335	63,224,413	65,537,974	65,425,959	(112,015)	(0.2%)
Social Services Programs	120,267,179	119,784,563	142,151,465	146,261,927	4,110,462	2.9%
Housing Programs	6,553,087	7,015,888	8,604,089	6,506,999	(2,097,090)	(24.4%)
Behavioral Health & Recovery Svcs	34,512,917	39,944,687	37,988,906	40,657,740	2,668,834	7.0%
Public Health Services	10,696,503	10,892,835	11,026,918	9,689,127	(1,337,791)	(12.1%)

County of San Mateo  
ALL FUNDS

FY 2008-09 Revenues by Type

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	% Change 2008-09
<b>SOURCES</b>						
Family Health Services	9,765,287	10,821,620	10,422,717	10,297,874	(124,843)	(1.2%)
San Mateo Medical Center	36,072,518	36,185,119	40,482,146	44,548,310	4,066,164	10.0%
Other Federal and State Aid	89,440,379	72,329,914	87,636,826	92,375,108	4,738,262	5.4%
<b>Intergovernmental Revenues</b>	<b>441,260,584</b>	<b>433,169,307</b>	<b>481,457,978</b>	<b>493,793,042</b>	<b>12,335,064</b>	<b>2.6%</b>
General Government Services	19,933,613	20,162,691	19,700,998	18,691,004	(1,009,994)	(5.1%)
Public Safety Services	18,497,933	17,749,332	18,280,131	18,763,705	483,574	2.6%
Planning and Building Services	2,436,472	2,180,045	2,319,999	2,092,000	(227,999)	(9.8%)
Parks Services	2,298,258	2,230,586	2,483,175	2,552,275	69,100	2.8%
Library Services	666,756	722,505	608,000	643,000	35,000	5.8%
Behavioral Health & Recovery Svcs	24,769,471	27,896,064	30,669,738	32,875,358	2,205,620	7.2%
Public Health Services	1,534,882	1,975,220	2,034,365	2,250,863	216,498	10.6%
Family Health Services	2,627,426	2,625,139	3,139,085	2,984,920	(154,165)	(4.9%)
San Mateo Medical Center	110,292,051	106,728,523	117,330,959	118,600,342	1,269,383	1.1%
Other Health Services	13,809,748	14,372,459	14,751,063	15,548,102	797,039	5.4%
Sanitation Services	5,819,268	8,194,047	8,390,203	8,775,225	385,022	4.6%
Other Charges for Services	6,519,173	9,574,634	9,513,319	6,598,791	(2,914,528)	(30.6%)
<b>Charges for Services</b>	<b>209,205,051</b>	<b>214,411,245</b>	<b>229,221,035</b>	<b>230,375,585</b>	<b>1,154,550</b>	<b>0.5%</b>
Interfund Revenue	87,893,139	100,420,914	107,754,310	105,227,476	(2,526,834)	(2.3%)
<b>Interfund Revenue</b>	<b>87,893,139</b>	<b>100,420,914</b>	<b>107,754,310</b>	<b>105,227,476</b>	<b>(2,526,834)</b>	<b>(2.3%)</b>
Tobacco Settlement	7,358,349	7,586,255	8,547,344	7,749,222	(798,122)	(9.3%)
Foundation Grants	7,531,988	8,846,131	9,881,482	10,145,338	263,856	2.7%
Housing Loan & Project Cost Reimb	3,653,172	2,479,520	3,921,133	2,461,626	(1,459,507)	(37.2%)
Other Miscellaneous Revenue	23,694,683	17,860,940	18,708,851	33,211,429	14,502,578	77.5%
<b>Miscellaneous Revenue</b>	<b>42,238,192</b>	<b>36,772,846</b>	<b>41,058,810</b>	<b>53,567,615</b>	<b>12,508,805</b>	<b>30.5%</b>
Operating Transfers - Capital Projects	9,630,298	8,434,282	18,071,737	21,834,125	3,762,388	20.8%
Operating Transfers - Debt Service	22,036,612	28,758,242	27,686,013	30,225,449	2,539,436	9.2%
Other Financing Sources	56,745,573	61,950,876	62,350,892	61,648,260	(702,632)	(1.1%)
<b>Other Financing Sources</b>	<b>88,412,483</b>	<b>99,143,400</b>	<b>108,108,642</b>	<b>113,707,834</b>	<b>5,599,192</b>	<b>5.2%</b>
<b>Total Revenue</b>	<b>1,263,566,164</b>	<b>1,301,910,750</b>	<b>1,327,025,943</b>	<b>1,400,480,591</b>	<b>73,454,648</b>	<b>5.5%</b>

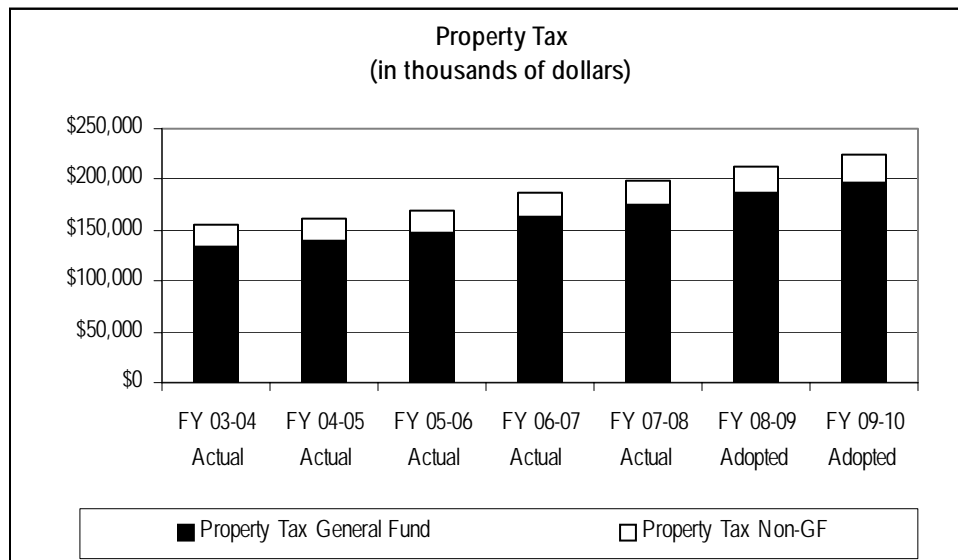
## Explanation of Major Revenue Sources:

### 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.

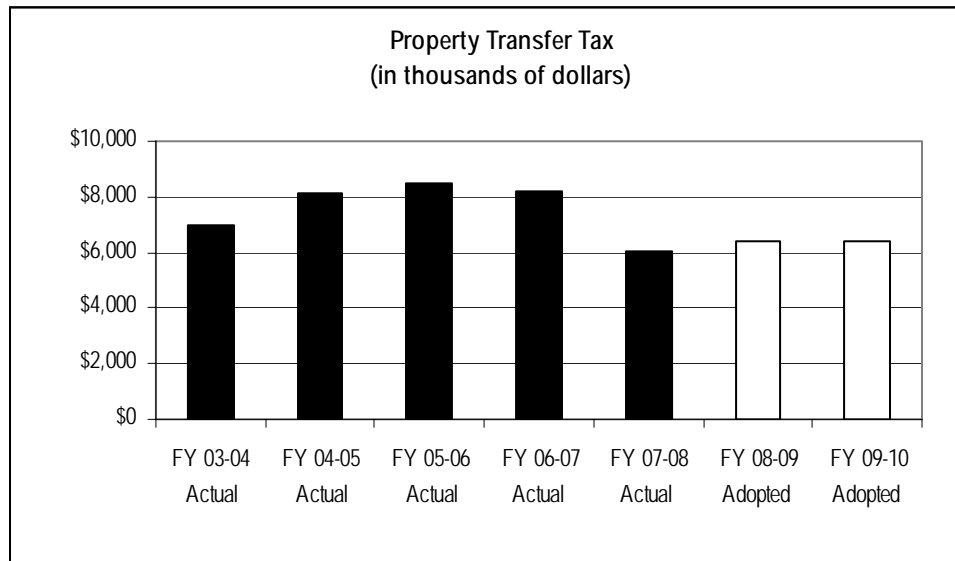
Secured property tax is the County's largest discretionary General Fund revenue source. Secured property tax revenue grew 7.7% in FY 2007-08 and has averaged nine percent over the past five years. Looking ahead five years, the County is projecting seven percent growth in FY 2008-09, six percent in FY 2009-10 and then five percent for the following three years. Property tax revenue growth remains strong due to the underlying equity in the County's real estate inventory. The median sales price for homes in San Mateo County was \$733,500 in December 2007, while the median assessed value of single family homes was \$195,696. These growth assumptions would result in \$12.9 million in annual increases over the five year period for the General Fund and \$13.5 million for all funds.

About 85 percent of unsecured property tax is generated from businesses at San Francisco International Airport. Declines over the past five years have averaged 6.2%, with growth from the construction of the new international terminal more than offset by reduced business activity after September 11, 2001 and a settlement with the airlines on unsecured property values. The County's ongoing loss as a result of the settlement is \$436,000 annually. As a result, growth in unsecured property taxes has been kept flat in FY 2008-09 and FY 2009-10.



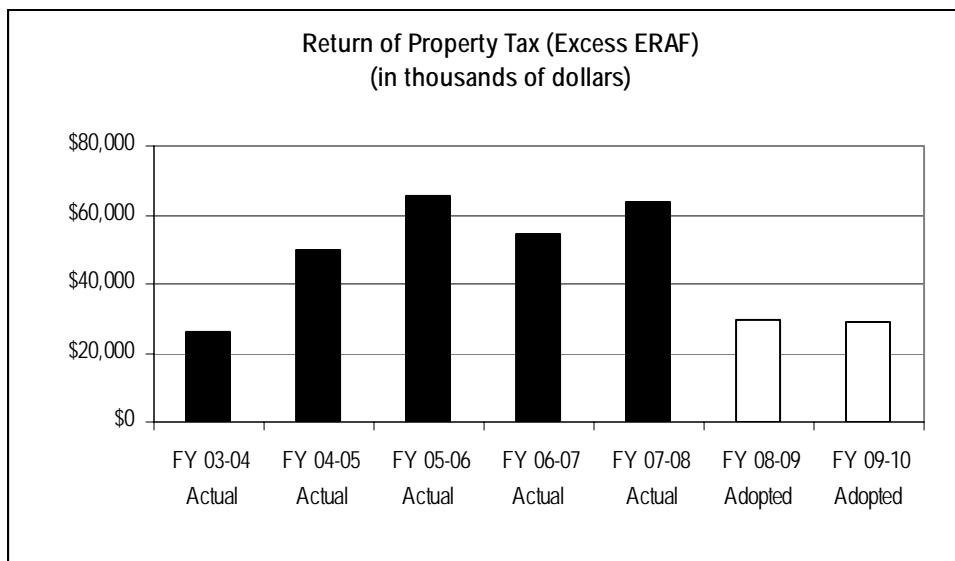
### Property Transfer Tax

Property Transfer Tax revenue declined by 26.7% in FY 2007-08. Predicting that the housing slowdown will continue for at least one more year, this revenue has been reduced to \$6.4 million in the FY 2008-09 and FY 2009-10 budgets.



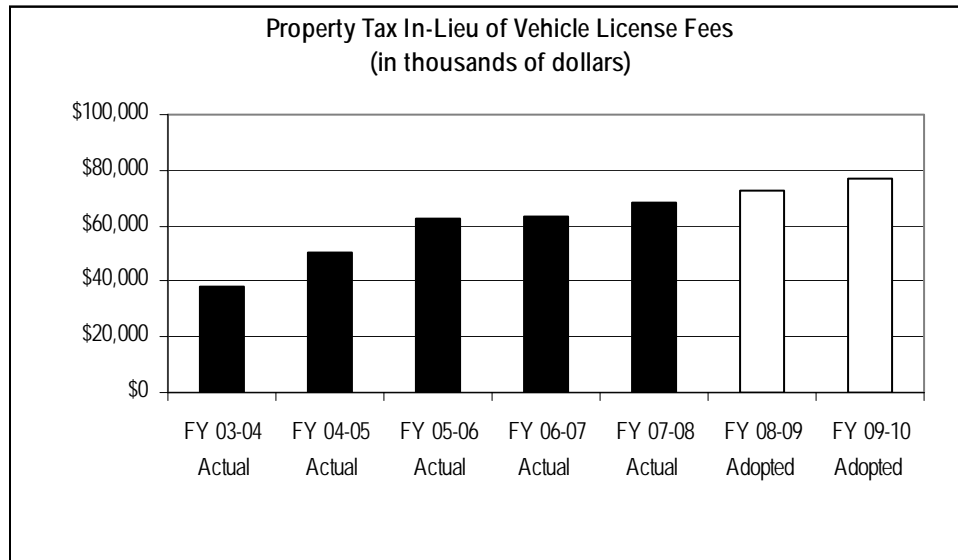
### Return of Local Property Tax (Excess ERAF)

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. Over the past four years, the General Fund has received \$248.3 million from this source, including \$61.1 million in FY 2007-08. The County considers Excess ERAF an unpredictable and potentially unstable source of funding. As a result, the County limits its use to one-time purposes, such as paying down unfunded retiree health benefits and capital improvement projects. When budgeting Excess ERAF, the County only appropriates the undistributed April apportionment, as the April apportionment is distributed the following December. As a result, \$28.8 million is budgeted for FY 2008-09 and FY 2009-10. These funds will be set aside in Reserves and used for one-time purposes.



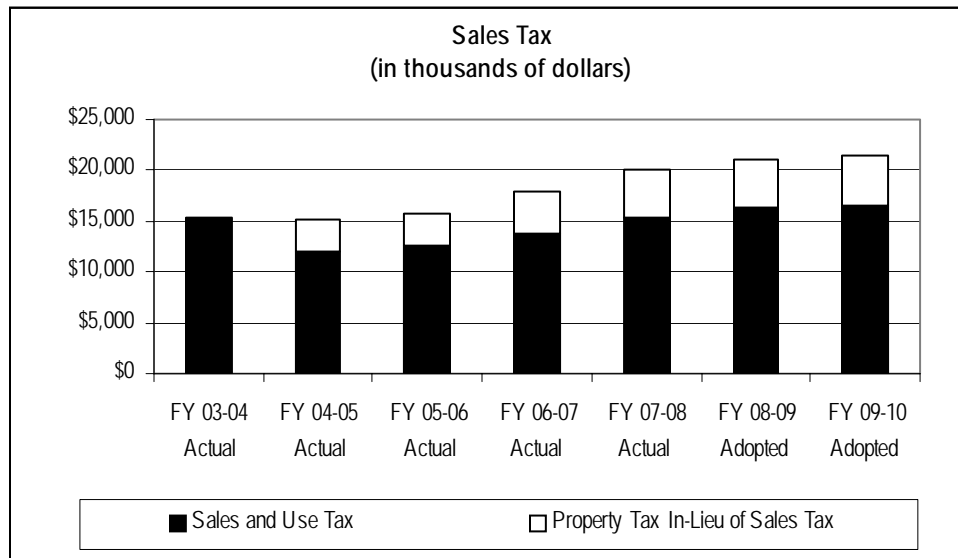
### Property Tax In-Lieu of Vehicle License Fees

Budgeted revenues from Property Tax In-Lieu of Vehicle License Fees have been adjusted upward by seven percent in FY 2008-09 and six percent in FY 2009-10, as growth in this revenue source tracks with secured property taxes. The amounts budgeted are \$72.9 million in FY 2008-09 and \$77.3 million in FY 2009-10.



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

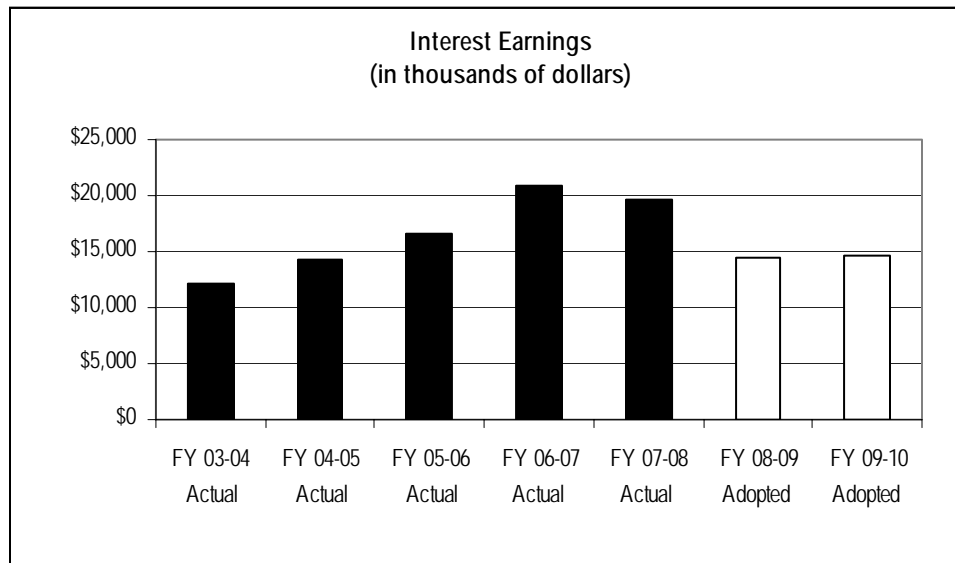
About 60 percent of point-of-sale revenues come from businesses at San Francisco Airport, mostly from car rental agencies and jet fuel. The County began losing the majority of its jet fuel sales tax revenue, about \$1.2 million annually, in the last quarter of FY 2003-04 due to the consolidation of all fuel purchases made by United Airlines to a subsidiary located in the City of Oakland. Beginning in January 2008, the County expects to regain the lost proceeds due to legislation that re-establishes the point-of-sale at the wing tip. As a result, sales tax revenues increased by 11.2% in FY 2007-08 and are projected to increase another 4.8% in FY 2008-09, with a modest two percent increase in FY 2009-10. 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 was established for this purpose. This revenue source increased nine percent due to a one-time true-up of \$400,000 in FY 2007-08. Projected increases of 2.5% and 2.0% are appropriated in FY 2008-09 and FY 2009-10, respectively.



### Interest Earnings and Other Investment Income

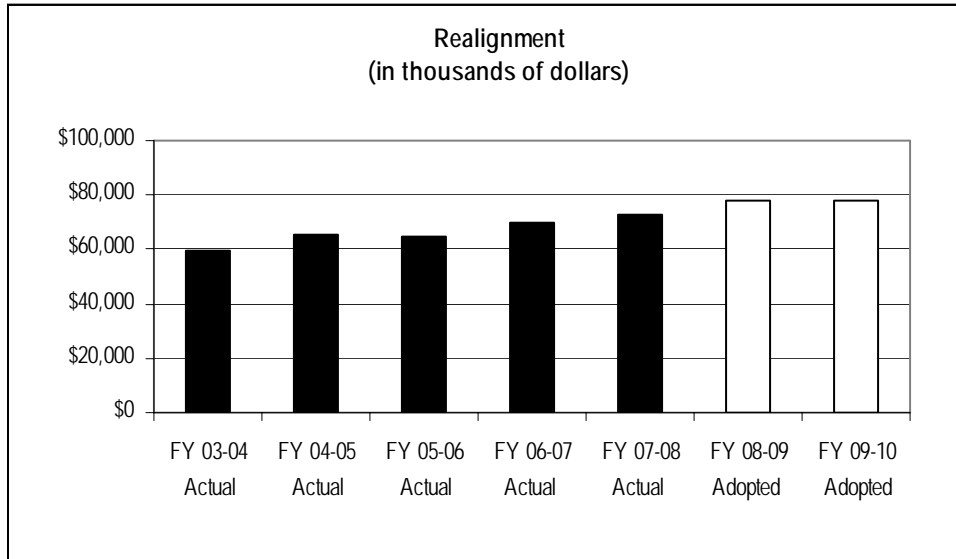
Earnings include the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Interest earnings were strong in FY 2007-08, averaging over 4.5% for the fiscal year. This trend is not anticipated to continue however, and based on input from the Treasurer-Tax Collector's Office, this revenue source has been reduced \$3.7 million or 20.6% in FY 2008-09. The reason for the reduced earnings from FY 2006-07 to FY 2007-08, despite the strong performance, was due to the transfer of \$145.4 million to CalPERS to pre-fund the County's unfunded Retiree Health liability at the 90% level, significantly reducing the General Fund's average daily cash balance.

Other investment income, which reflects earnings from the prepayment of retirement contributions, is anticipated to remain flat at \$2.2 million in FY 2008-09 based on assumptions provided by the County's Retirement Office.



### 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 a one-half 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. Realignment revenues came in six percent below budget in FY 2007-08 due to the sluggish economy and stagnant statewide sales, coupled with a proportional reduction in the County's caseload growth when compared to the statewide average. This revenue source was essentially kept flat at the FY 2007-08 budgeted amount, which means that it may be over budgeted in FY 2008-09 by six to seven percent. This area will be closely monitored during the course of FY 2008-09 to ensure that future targets are accurately projected.

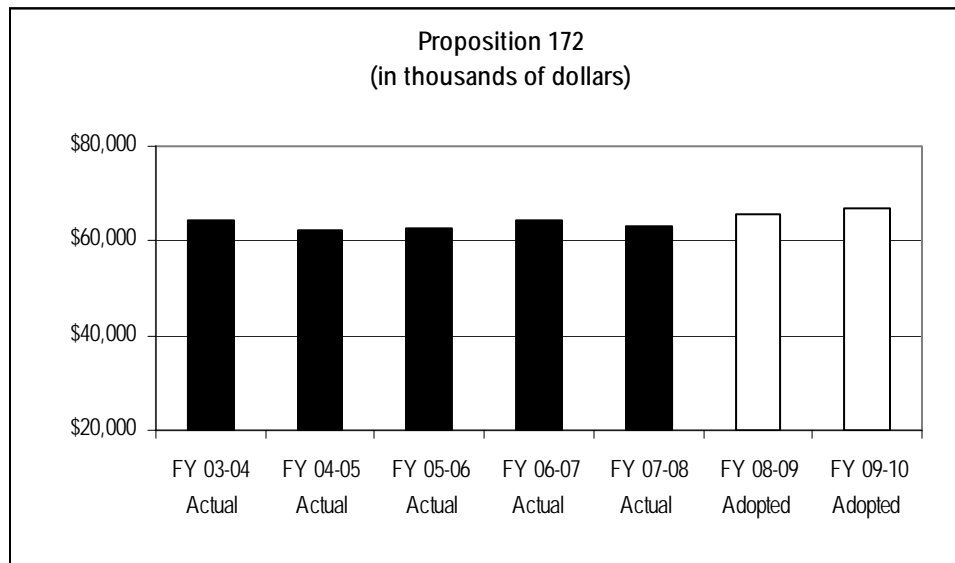




### **Public Safety Half-Cent Sales Tax (Proposition 172)**

The County began receiving revenue from this tax in FY 1993-94 after the ballot initiative passed. Until recent years, this revenue had been the primary funding source of negotiated labor increases in Criminal Justice departments such as the Sheriff, Probation, District Attorney, and Coroner. Distribution of this tax to the County is 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 in the current year for distribution to counties.

Receipts from this revenue source have been stagnant the past six years due a sluggish local economy compared to other counties in the state. To compound the situation in FY 2007-08, statewide sales came in 2.4% below last year's figures. The combination of a reduced factor and the drop in statewide taxable sales resulted in a revenue shortfall of \$2.3 million in FY 2007-08. However, it is anticipated that the County's factor may increase for the first time in seven years, as the County's taxable sales out performed the statewide average during calendar year 2007. As a result, the budgeted amount for this funding source is kept virtually flat in FY 2008-09. With the return of jet fuel fully annualized in calendar year 2008 and a further increase in the factor anticipated, the FY 2009-10 budgeted amount is increased by 2.5%.



### **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, Medi-Cal, Food Stamps, General Assistance, Child Welfare Services, Foster Care, and the Workforce Investment Act (WIA). The goal of these public assistance programs is to assist in meeting the basic needs of eligible individuals, and to support their efforts to become productive and self-sufficient members of the community.

There is a net increase of \$4,110,462 in this funding source due to increases of \$2,077,481 in CalWORKs administration and aid payments as well as providing One-e-App support for the Children's Health Initiative Program; \$489,587 in eligibility determination activities including expansion of community outreach activities and an increase in staffing capacity to meet federal Medi-Cal and Food Stamp performance standards; \$858,496 in Child Welfare Services (CWS); \$800,000 to expand Transitional Housing Plus services for youth; \$230,071 in Workforce Investment Administration (WIA); and \$166,667 in Low Income Family Transportation Grant funds. These increases are offset by a reduction of \$385,811 in various sources including Promoting Safe and Stable Families, Independent Living Program, Foster Care caseloads, Work First programs, CPA 2000 grant funds, and adoptions grant and group home funding; and \$126,029 in reduced staff development costs.

### **Behavioral Health and Recovery Services**

A net increase of \$2,668,834 in non-Realignment intergovernmental revenue includes \$4,882,991 in Mental Health Services Act (MHSA, "Proposition 63") and \$335,260 in other State Mental Health revenue; partially offset by a reduction of \$2,081,129 from state and federal agencies due to reduced allocations or the conclusion of grants, and decreased SB 90 reimbursements of \$467,968.

Charges for Services revenues are increased by \$2,205,620 due to leveraging of MHSA funds, and a projected increase in Medi-Cal Federal Financial Participation (FFP) revenue and third party reimbursements due to increased utilization review and improved claiming processes.

### **Public Health**

A net decrease of \$1,337,791 in non-Realignment intergovernmental revenue includes decreases of \$264,841 in Bioterrorism grants, \$382,886 in contributions from cities for payment of the contract with the Peninsula Humane Society, \$500,000 in reductions to grant funding from the Center for Substance Abuse Treatment (CSAT), and \$358,860 in Ryan White and Housing Opportunities for People With AIDS (HOPWA) grants; partially offsetting these reductions are increases in other grant funding, primarily related to infectious disease, of \$168,796.

Charges for Services revenues are increased by \$216,498 due to additional revenues for Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) programs.

### **Family Health Services**

A net decrease of \$124,843 in non-Realignment intergovernmental revenue includes State reductions for the Child Health Disability Prevention Program (CHDP) and other grants of \$415,211, which is partially offset by additional allocation for the Women, Infants and Children's Program (WIC) of \$290,368 and increases in various other categorical programs.

Charges for Services revenues are decreased by \$154,165 due to reductions in MAA and TCM program revenues.

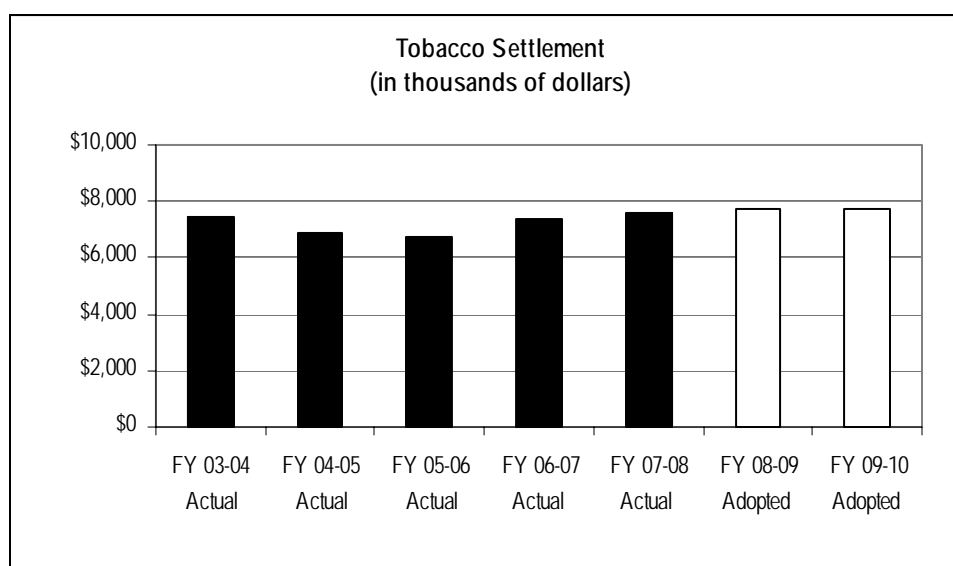
### **San Mateo Medical Center**

There is a net increase of \$4,066,164 in this funding source primarily due to increases in long-term care supplemental funds of \$1,828,377, Healthcare for the Homeless grant of \$1,164,081, Medi-Cal waiver of \$835,423, State funding for hospital improvements (SB 1732) of \$301,856, and tobacco tax of \$197,496. These increases are partially offset by a decrease in MAA and TCM program revenues of \$255,000.

Charges for Services revenues are increased by \$1,269,383 due to expanded sales of drugs and medical supplies and an increase in the Health Plan Intergovernmental Transfer (IGT). There is also an increase in net patient revenues—primarily as a result of initiatives to improve revenue collection; expand pediatric, prenatal, and obstetric services; and intensify Medi-Cal enrollment and retention efforts for long-term care and clinic patients. These increases are offset by lower projected volumes in select services and reduction in Medi-Cal reimbursements.

### **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 of Supervisors 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. FY 2007-08 receipts came in at \$7,586,255, which is \$961,089 below budget. The budget for this account in FY 2008-09 has been decreased to \$7,749,222 based on information received from the State.



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**Operating Transfers/Other Financing Sources**

Operating Transfers - Capital Projects: This revenue source is increased \$3.8 million and includes additional bond funding for Youth Services Center projects (\$1.4 million), including completion of the Receiving Home, construction of a new Group Home and deconstruction of the old facility; and additional funding from the Hospital Foundation for various Medical Center projects (\$2.3 million), including expansion of the Robinson Senior Care Center, remodel of the Fair Oaks Clinic, and replacement of the CT scanner. Other funded projects include renovation and moves at the Redwood City campus to re-occupy space that was vacated by the Environment Health Division and implementation of new cook chill technology at the San Mateo Medical Center.

Operating Transfers - Debt Service: This revenue source is increased \$2.5 million primarily due to the fully annualized cost of debt service for the Youth Services Center, increasing from \$6,433,500 in FY 2007-08 to \$8,871,500 in FY 2008-09.

Other Financing Sources: This revenue source is decreased \$702,632 due to the elimination of a one-time loan of \$5 million from the State to replace hangars at San Carlos Airport and a revenue reclassification of \$77,323 in the Human Resources Department budget, substantially offset by increases in funding for capital improvement projects in Flood Control Districts (\$630,000) and a one-time purchase of sewer equipment (\$247,586); an increase in the annual contribution from the Courthouse Construction Fund for the Court's share of prorated debt service for the Youth Services Center bonds (\$338,946); a grant for the Sheriff's Radio Interoperability Project (\$185,000); closure of inactive County trust funds (\$2,641,618); and various Parks Department projects (\$335,178).

County of San Mateo  
ALL FUNDS

FY 2008-09 Expenditures by Type

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	% Change 2008-09
<b><u>Operating Expenditures</u></b>						
Regular Salaries	377,549,596	404,307,655	445,982,754	457,016,371	11,033,617	2.5%
Extra Help	17,068,638	19,085,725	14,201,176	15,358,949	1,157,773	8.2%
Overtime	21,876,256	20,393,699	13,899,909	15,014,770	1,114,861	8.0%
Retirement	101,732,090	106,758,412	107,077,001	109,283,732	2,206,731	2.1%
Health Benefits	50,543,017	56,263,013	56,108,176	61,647,852	5,539,676	9.9%
Statutory Compensation	36,113,350	38,024,667	40,686,224	42,537,796	1,851,572	4.6%
Other Benefits	1,189,581	1,179,036	7,589,467	6,770,023	(819,444)	(10.8%)
<b>Salaries and Benefits</b>	<b>606,072,528</b>	<b>646,012,207</b>	<b>685,544,707</b>	<b>707,629,493</b>	<b>22,084,786</b>	<b>3.2%</b>
Office Expense	17,976,325	21,510,185	24,238,437	21,387,862	(2,850,575)	(11.8%)
Drugs/Medical Supplies	35,957,440	37,553,303	36,349,805	38,285,027	1,935,222	5.3%
Non-Capital Equipment	8,478,512	8,476,827	7,099,503	5,790,127	(1,309,376)	(18.4%)
Facility/Equipment Maintenance	21,141,280	22,385,184	25,001,902	32,205,025	7,203,123	28.8%
Utilities Expense	14,556,126	17,318,561	16,115,520	17,888,782	1,773,262	11.0%
Contracts for Services	132,041,852	140,681,083	160,975,609	164,534,375	3,558,766	2.2%
Interagency Agreements	41,631,688	42,374,561	39,824,363	42,356,350	2,531,987	6.4%
Public Assistance Programs	67,250,368	68,588,494	80,228,027	81,623,322	1,395,295	1.7%
State Trial Court Contributions	16,037,933	16,089,440	16,108,435	16,432,948	324,513	2.0%
Medical Center Contributions	68,568,082	72,276,502	72,217,280	72,109,653	(107,627)	(0.1%)
Housing Project Contributions	7,513,420	4,942,615	8,695,564	5,509,753	(3,185,811)	(36.6%)
Other Contributions	12,507,130	9,904,868	10,043,814	14,799,340	4,755,526	47.3%
Internal Services/Overhead	157,803,000	171,324,689	184,789,776	206,921,865	22,132,089	12.0%
Debt/Capital Financing	29,716,431	35,689,226	42,322,852	47,133,193	4,810,341	11.4%
Other Financing Uses/Transfers	54,170,072	65,980,087	5,175,392	5,232,885	57,493	1.1%
Other Operating Expense	75,049,568	84,633,050	106,849,262	117,790,085	10,940,823	10.2%
<b>Operating Sub-Total</b>	<b>1,366,471,755</b>	<b>1,465,740,882</b>	<b>1,521,580,248</b>	<b>1,597,630,085</b>	<b>76,049,837</b>	<b>5.0%</b>
Intrafund Transfers	(133,371,252)	(153,961,970)	(162,836,059)	(185,489,246)	(22,653,187)	13.9%
<b>Operating Total</b>	<b>1,233,100,503</b>	<b>1,311,778,912</b>	<b>1,358,744,189</b>	<b>1,412,140,839</b>	<b>53,396,650</b>	<b>3.9%</b>
<b><u>Non-Operating Expenditures</u></b>						
Capital Improvements	12,541,243	18,478,247	45,101,588	43,085,572	(2,016,016)	(4.5%)
Capital Purchases	22,056,720	8,811,443	19,795,763	12,452,054	(7,343,709)	(37.1%)
<b>Expenditure Total</b>	<b>1,267,698,466</b>	<b>1,339,068,602</b>	<b>1,423,641,540</b>	<b>1,467,678,465</b>	<b>44,036,925</b>	<b>3.1%</b>
Reserves/Conting.- General Fund	200,438,831	170,455,672	226,848,872	238,458,144	11,609,272	5.1%
Reserves/Conting.- Non-General Fund	103,347,095	107,576,211	85,919,797	87,698,432	1,778,635	2.1%
<b>TOTAL REQUIREMENTS</b>	<b>1,571,484,390</b>	<b>1,617,100,485</b>	<b>1,736,410,209</b>	<b>1,793,835,041</b>	<b>57,424,832</b>	<b>3.3%</b>

County of San Mateo  
ALL FUNDS

FY 2008-09 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	285,425,092	967,200,800	1,014,167,748	18,877,178	257,335,322	(9.8%)
<b>Special Revenue and Trust Funds</b>						
Emergency Medical Services Fund	2,301,485	2,299,815	1,997,329		2,603,971	13.1%
IHSS Public Authority Fund	3,496,964	14,767,405	14,767,405		3,496,964	0.0%
Fish and Game Propagation Fund	76,142	6,000	20,000	6,580	68,722	(9.7%)
Off-Highway Vehicle License Fund	199,664	7,500	118,350	82,789	171,603	(14.1%)
Structural Fire Protection Fund	213,175	6,585,422	6,207,892		590,705	177.1%
Road Fund	5,508,978	34,657,464	29,362,974		10,803,468	96.1%
Half-Cent Transportation Fund	2,433	2,584,339	2,586,772	2,433	2,433	0.0%
Road Improvement Fund	3,387,533	550,000	750,000		3,187,533	(5.9%)
Solid Waste Fund	6,288,448	6,275,893	9,120,391		3,443,950	(45.2%)
County Library Fund	9,950,614	18,631,384	19,224,766	593,382	9,950,614	0.0%
<b>Enterprise Funds</b>						
Coyote Point Marina Operating Fund	814,105	1,791,089	2,092,294	403,881	916,781	12.6%
County Airports Fund	689,112	5,008,713	5,597,825		100,000	(85.5%)
Medical Center Enterprise Fund		250,337,989	250,337,989			0.0%
<b>Special District Funds</b>						
County Service Area #1 Fund	1,098,235	2,153,935	2,069,888		1,182,282	7.7%
Public Works Special Districts	33,552,034	17,581,641	25,538,686		25,594,989	(23.7%)
<b>Debt Service &amp; Capital Proj Funds</b>						
Debt Service Fund	23,970,476	30,225,449	38,584,574		15,611,351	(34.9%)
Accumulated Capital Outlay Fund	5,883	200			6,083	3.4%
Criminal Justice Temp Constr Fund	898,422	1,245,000	1,171,693		971,729	8.2%
Courthouse Temp Constr Fund	3,919,535	1,400,055	1,540,903		3,778,687	(3.6%)
Parks Acq and Development Fund	3,663,045	3,395,500	5,465,435	1,727,993	3,321,103	(9.3%)
Capital Projects Fund	1,946,680	22,941,410	24,888,090	973,340	973,340	(50.0%)
<b>Internal Service Funds</b>						
Motor Pool Internal Service Fund	5,900,224	5,985,744	7,254,553		4,631,415	(21.5%)
Construction Services Fund	46,171	4,847,844	4,812,908		81,107	75.7%
<b>Total All Funds</b>	<b>393,354,450</b>	<b>1,400,480,591</b>	<b>1,467,678,465</b>	<b>22,667,576</b>	<b>348,824,152</b>	<b>(11.3%)</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 percent or \$100,000:

### General Fund

- General Fund - Beginning Fund Balance is equivalent to 22.8% of Total Sources and Reserves/Contingencies are 23.5% of Net Appropriations. The primary reasons for the projected decline of 9.8% are: the County's structural budget deficit, compounded by the slowdown in the housing market and its impact on transaction related revenues; interest rate cuts by the Federal Reserve Board, stock market instability, and the slowdown in the local and State economy. Other factors include the anticipated expenditure of one-time projects and contributions; and the conservative approach the County takes in budgeting Excess ERAF.

**Structural Budget Deficit:** In December 2007, the County presented to the Board of Supervisors a five-year plan to eliminate its structural deficit by FY 2012-13. At the Board's direction, the County Manager also implemented a hiring freeze, ensuring that all County departments maintain a vacancy rate of at least five percent. It is projected that the deficit, which is currently \$28.6 million, could grow to \$92.1 million over the next five years if nothing were done to mitigate its growth and align ongoing revenues and expenditures. The Plan includes projected growth in property tax and other general purpose revenue, along with continued management of costs by setting conservative budget targets for departments, so that use of Fund Balance is limited to one-time costs such as unfunded retirement and retiree health liabilities, capital improvements, equipment replacement, and technology upgrades. Guidelines for setting Net County Cost targets for operating departments include: (1) undertake no new expenditures without corresponding new revenue or cost-reduction offsets; (2) reduce rate of growth in General Fund net cost to match expected growth in discretionary revenue; (3) make reductions where the State has not provided funding or has reduced funding; (4) eliminate subsidies to the Structural Fire Fund and the Solid Waste Fund; and (5) reduce contributions to the Medical Center to a level consistent with W&I 17000 indigent healthcare mandate. The Plan also calls for the use of General Fund Reserves over the course of the five years to soften the impact on operating departments and ensure that quality services are provided to the public without disruption. The County's target is to end the five-year plan with Non-Departmental Reserves at 15 percent and Contingencies at three percent of General Fund Net Appropriations.

### Special Revenue and Trust Funds

- Emergency Medical Services Trust Fund - An increase in Fund Balance of \$302,486 is based on estimated year-end closing assumptions, which includes increased revenues to reflect the levying of an additional penalty to be used for designated EMS-related purposes in accordance with SB 1773, and use of Reserves for payment of Physicians/Trauma accounts in accordance with SB 476.
- Structural Fire Protection Fund - FY 2008-09 will be the fourth consecutive year that the Fire Fund has had an operating deficit. The General Fund has subsidized the Fire Fund to cover operating shortfalls the past three years (\$286,140 in FY 2005-06, \$940,170 in FY 2006-07, and \$915,000 for FY 2007-08). In FY 2008-09 the General Fund subsidy will remain \$915,000, of which \$590,705 will be placed in Reserves. Barring unforeseen circumstances, the Reserves will result in Fund Balance in FY 2009-10. Should the Fire Fund budget stabilize, reserves derived from subsidy payments may be returned to the General Fund.
- Road Fund - Given the State's fiscal emergency and the possibility that the payment of FY 2008-09 Proposition 42 (sales tax on gasoline fuel) revenues may be delayed, the County has opted to set aside the projected Proposition 42 revenues in Reserves for future roadway improvement projects.
- Road Improvements Fund - Reduction in Fund Balance is due to the appropriation of planned capital expenditures.
- Solid Waste Fund - Expenditures from the Solid Waste Fund continue to exceed revenues due to obligations to pay for the Children's Health Initiative (CHI), Environmental Health programs, the Sheriff's Office of Emergency Service's Hazmat Program, and other services. Program revenues have also declined due to a reduction in the waste disposed at the County's landfill at Ox Mountain. This is primarily due to the County's efforts to promote recycling, reuse, and reducing consumption. In FY 2008-09, the cost of the CHI of \$1.5 million will be absorbed by the General Fund and Environmental Health program costs will be reduced by \$100,000 in FY 2008-09 and an additional \$200,000 in FY 2009-10. However, other costs continue to rise. In order to complete the closure of the Half Moon Bay and Pescadero landfills in FY 2008-09, significant remediation of the sites is required at a cost of over \$5 million. At the current level of revenues and expenditures, the Fund Balance will be exhausted by FY 2010-11. A workgroup has been formed to develop strategies to eliminate the Fund's structural deficit. The group will be considering ways to cut costs and increase revenue.
- Off-Highway Vehicle License Fund - Reduction in Fund Balance is primarily due to the funding of two projects in FY 2008-09; the fencing, gating, and restoration of 14 acres located between Highway 1 and the Pacific Ocean and fencing at San Bruno Mountain.

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**Enterprise Funds**

- County Airports Fund - The San Carlos and Half Moon Bay Airports have received Federal and State funds to construct new hangers, make safety improvements, and construct other capital projects. Reserves will be appropriated in FY 2008-09 to provide matching funds for the grants.
- Coyote Point Marina Operating Fund - Increase in Fund Balance is due to the anticipated re-appropriation of uncompleted projects in FY 2008-09.

**Special District Funds**

- Public Works Special Districts - The various Special Districts administered by Public Works have substantial infrastructure that require major maintenance and capital improvements. Funds are deposited into Reserves each year so that borrowing will not be needed to finance these projects. A number of large projects will be undertaken in FY 2008-09 for sewer and flood control districts. The funding will be drawn from Reserves that were set aside for these purposes.

**Debt Service and Capital Service Funds**

- Debt Service Fund - Reduction in Fund Balance is primarily due to payments for the 1999 Mutual Aid Radio project.
- Courthouse Temporary Construction Fund - Reduction in Fund Balance is primarily due to the appropriation of the Court's pro-rated share of debt service for the Youth Service Center.
- Capital Projects Fund - As a general rule, the year two Capital Projects budget re-appropriates half of the year one funds for estimated projects not completed in the prior year. Reduction in Fund Balance is due to the anticipated re-appropriation of uncompleted projects in FY 2008-09.
- Parks Acquisition and Development Fund - Reduction in Fund Balance is primarily due to anticipated completion of the Coyote Point Marina Dock 29 replacement project in FY 2008-09.
- Motor Pool Internal Service Fund - Reduction in Fund Balance is primarily due to annual replacement purchases for leased and assigned vehicles.
- Construction Services Fund - Increase in Fund Balance is due to the anticipated re-appropriation of uncompleted projects in FY 2008-09.

County of San Mateo  
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FY 2008-09 and 2009-10 Authorized Position Summary

Agency/Budget Unit	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>General Fund</b>						
<b>Administration and Fiscal</b>						
Board of Supervisors	20	20	20	20		20
County Manager/Clerk of the Board	40	40	40	40		40
Assessor-County Clerk-Recorder	123	124	124	119	(5)	119
Controller's Office	41	44	44	44		44
Treasurer-Tax Collector	63	65	65	67	2	67
County Counsel	41	40	40	40		40
Human Resources Department	65	57	57	56	(1)	56
Information Services Department	141	154	154	154		154
<b>Criminal Justice</b>						
District Attorney/Public Administrator	128	129	129	129		129
Sheriff's Office	627	638	638	645	7	645
Probation Department	465	466	466	463	(3)	456
Coroner's Office	15	15	15	15		15
<b>Community Services</b>						
Real Property Services	3	4	4	4		4
Public Safety Communications	58	58	58	58		58
Local Agency Formation Commission	1	1	1	1		1
Planning and Building Department	55	56	56	55	(1)	55
Parks Department	56	56	56	56		56
<b>Department of Public Works</b>						
Administrative Services	28	28	28	28		28
Engineering Services	31	30	31	30	(1)	30
Facilities Maintenance & Operations	106	112	112	112		112
Vehicle and Equipment Services	1	1	1	1		1
Public Works Utilities	8	9	8	9	1	9
Department of Housing	19	19	19	19		19
<b>Health Department</b>						
Health Administration	16	18	17	16	(1)	16
Health Policy, Planning and Promotion	28	28	28	27	(1)	27
Emergency Medical Services - GF	6	6	6	6		6
Aging and Adult Services	122	125	125	125		125
Environmental Health Services	76	77	77	77		77
Behavioral Health & Recovery Services	392	412	412	412		412
Public Health Services	120	122	122	121	(1)	121
Family Health Services	175	180	180	184	4	184
Correctional Services	97	101	101	102	1	102
Agricultural Commissioner/Sealer	31	31	31	31		31



County of San Mateo  
All Funds

FY 2008-09 and 2009-10 Authorized Position Summary

Agency/Budget Unit	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Children, Youth and Family Services</b>						
Department of Child Support Services	102	98	98	98		98
Human Services Agency	820	852	852	856	4	858
<b>Total General Fund</b>	<b>4,120</b>	<b>4,216</b>	<b>4,215</b>	<b>4,220</b>	<b>5</b>	<b>4,213</b>
<b>Non-General Fund</b>						
<b>Special Revenue and Trust Funds</b>						
Road Fund	78	79	78	79	1	79
Half-Cent Transportation Fund	6	8	8	8		8
Solid Waste Fund	8	8	8	9	1	9
County Library Fund	128	128	128	130	2	130
<b>Enterprise Funds</b>						
Coyote Point Marina Operating Fund	5	5	5	5		5
County Airports Fund	8	9	9	9		9
Medical Center Enterprise Fund	1,314	1,367	1,369	1,343	(26)	1,343
<b>Special Districts Funds</b>						
Sewer District Maintenance Fund	7	7	7	7		7
<b>Internal Service Funds</b>						
Motor Pool Internal Service Fund	15	15	15	15		15
Construction Services Fund	30	29	30	29	(1)	29
<b>Total Non-General Fund</b>	<b>1,599</b>	<b>1,655</b>	<b>1,657</b>	<b>1,634</b>	<b>(23)</b>	<b>1,634</b>
<b>Total All County Funds</b>	<b>5,719</b>	<b>5,871</b>	<b>5,872</b>	<b>5,854</b>	<b>(18)</b>	<b>5,847</b>

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

First 5 San Mateo County	12	12	12	12		12
Retirement ( <i>SamCERA</i> )	14	16	16	16		16
Housing Authority Fund	47	46	46	46		46

**Explanation of Position Changes:**

**Administration and Fiscal**

**Assessor-County Clerk-Recorder:** Adds two Information Technology Technicians; and deletes one Deputy Assessor-Clerk-Recorder, one Deputy Director of Automation Services, one Information Technology Analyst, one Senior Appraiser, one Graphics Specialist, one Records Center Supervisor, and one Records Center Assistant; for a net decrease of five positions.

**Treasurer-Tax Collector:** Adds two Revenue Collector II, for an increase of two positions.

**Human Resources Department:** Adds one Information Technology Analyst-Confidential, two Human Resources Technician-Confidential, one Program Services Manager; transfers one Management Analyst III from the Risk Management Division to the Equal Employment Opportunity Division; and deletes one Public Services Specialist-Confidential, one Community Program Specialist, one part-time modified work position of

Staff Nurse, one part-time modified work position of Medical Services Assistant, and one part-time modified work position of Psychiatric Social Worker; for a net decrease of one position.

(Net change is the reduction of four positions in Administration and Fiscal.)

### **Criminal Justice**

**Sheriff's Office:** Adds six Correctional Officers, six Deputy Sheriffs, one Legal Office Specialist, and converts one Sheriff's Property Officer from Extra-Help to permanent; and deletes one Sheriff's Sergeant, four Deputy Sheriffs, and two Legal Office Specialists; for a net addition of seven positions.

**Probation Department:** Adds one Administrative Secretary II and deletes four School Bus Drivers, for a net reduction of three positions.

(Net change is the addition of four positions in Criminal Justice.)

### **Community Services**

**County Library:** Adds four part-time Librarian and deletes two full-time Librarian, for a net increase of two positions.

**Planning and Building:** Deletes one Building Permit Technician I.

**Public Works - Administrative Services:** Adds one Information Technology Analyst and deletes one Information Technology Technician, for no net change in positions.

**Public Works - Engineering Services:** Transfers out one Associate Engineer, for a decrease of one position.

**Public Works - Construction Services:** Transfers out one Equipment Mechanic II, for a decrease of one position.

**Public Works - Vehicle and Equipment Services:** Adds one Equipment Mechanic I, one Equipment Mechanic III, transfers in one Equipment Mechanic II, and deletes one Equipment Service Worker and one Equipment Mechanic II, for a net increase of one position.

**Public Works - Waste Management:** Adds one unclassified Resource Conservation Specialist III, for an increase of one position.

**Public Works - Utilities:** Transfers in one Associate Engineer, for an increase of one position.

(Net change is the addition of two positions in Community Services.)

### **Health Department**

**Health Administration:** Adds one Chief of Health System, one Director of Finance and Administration, and one Administrative Services Manager I; deletes three vacant positions—one Director of Health Department, one Deputy Director of Health Services, and one Financial Services Manager II; and transfers out one Fiscal Office Specialist to Correctional Services; for a net decrease of one position.

**Health Policy and Planning:** Transfers out one Community Program Specialist to the Human Services Agency, for a decrease of one position.

**Public Health Services:** Adds one Supervising Physician-E and transfers out two positions to Family Health Services, one Senior Accountant and one Accountant II, for a decrease of one position.

**Family Health Services:** Adds 6.5 positions—two Community Worker IIs, one Community Program Specialist II, a part-time Community Worker II, one Administrative Assistant I-C, one Occupational Therapist II, and one Physical Therapist II; deletes 4.5 vacant positions—two Public Health Nurses, one Community Program Specialist III, a part-time Dietitian, and one Public Services Assistant; and transfers in one Senior Accountant and one Accountant II from Public Health Services; for a net increase of four positions.

**Correctional Services:** Transfers in one Fiscal Office Specialist from Health Administration, for an increase of one position.

(Net change is the addition of two positions in the Health Department)

### **San Mateo Medical Center**

**Administrative and Quality Management:** Adds one Management Analyst II, one Clinical Services Manager I; deletes eight filled positions pending review by the Board of Supervisors in December 2008 including: five Utility Worker IIs, one Administrative Assistant I, one Office Specialist, and one Medical Office Assistant II; deletes two vacant Utility Worker IIs and one vacant Office Specialist; and transfers out three Social Worker IIIs; for a net reduction of 12 positions.

**Patient Care Services:** Adds one Community Program Specialist II; deletes one filled Clinical Services Manager II, one vacant Clinical Services Manager II and one part-time Licensed Vocational Nurse (LVN); and transfers in three Social Worker IIIs and one Staff Nurse; for a net increase of two positions.

**Clinical Ancillary and Support Services:** Adds a grant funded Community Disease Investigator and a Sexually Transmitted Disease Surveillance Coordinator; deletes one filled Cook I, one filled Dietetic Technician, six filled Food Service Worker IIs, one filled Program Services Manager I, two vacant Food Service Worker IIs, one vacant Dietetic Technician; for a net reduction of ten positions.

**Ambulatory Services:** Adds two Pediatric Physicians, one Nurse Practitioner, one Psychiatric Social Worker, one Medical Program Manager, one Systems Administrator; deletes eight vacant Access and Care for Everyone (ACE) positions, two vacant Utility Worker IIs, one vacant Supervising Physician, one Clinics Manager; for a net reduction of six positions.

(Net change is the reduction of 26 positions in the San Mateo Medical Center.)

#### **Children, Youth and Family Services**

**Human Services Agency:** Adds 15 positions—one Human Services Manager II, one Human Services Manager I, one Human Services Supervisor-E, three Management Analyst IIIs, one Social Worker III, one Executive Secretary-C, one Human Services Analyst II, one Administrative Secretary II, one Human Services Manager II, and four Benefit Analyst IIs; deletes 12 vacant positions—one Management Analyst III, one Information Technology Supervisor, one Human Services Supervisor-U-E, six Office Assistant IIs, one Social Worker III, one Transportation Officer, and one Human Services Analyst II; and transfers in one Community Program Specialist from the Health Department; for a net increase of four 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 three (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 five-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 30.7% of the County pool's asset value; however, a contract with the Bay Area Air Quality Management District ("BAAQMD"), which accounts for 4.6% of the total portfolio, mitigates the risk of immediate withdrawal by the BAAQMD. The 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 Manager's Office is drafting a policy to ensure statutory compliance and uniformity among departments in regards to fees charged for County services and products.

This policy will establish a formalized process for the development, review, approval, and enactment of fees charged by the various departments. It will acknowledge that there must be statutory authority for the County to charge a fee. It will further acknowledge that the charging of the fee and the amount of the fee to be charged must be approved by the Board of Supervisors. Fees excepted from this requirement are only those fees in which there is a statute that mandates the imposition of the fee and the amount of the fee.

The policy will ensure that the fee or charge reflects the average cost of providing the product or service or enforcement of regulation. It will further require that indirect costs that are reflected in the cost of providing any product or service or the cost of enforcing any regulation shall be limited to those items that are included in the Federal Office of Management and Budget Circular A-87 on January 1, 1984.

This policy will note that if the fee is a property-related fee, California Constitution Articles 13C and 13D limit the manner in which the County is permitted to impose property-related fees and assessments and the Constitution also sets forth specific procedures to be used in regards to imposing such fees.

The policy will address several areas, including, but not limited to:

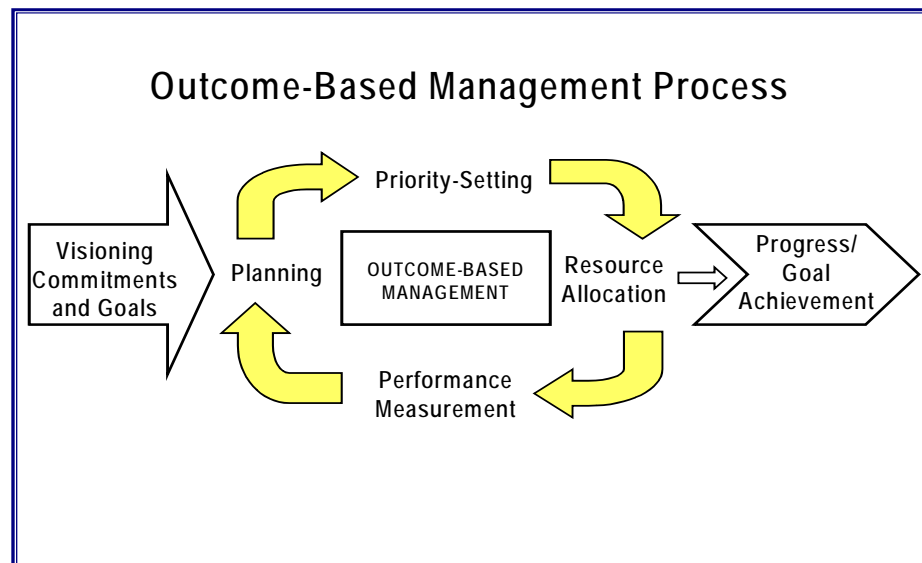
- Analysis of the proposed fee to be charged and the statutory authority to impose the fee
- Methodology to be used to determine the proposed fee amount
- Timeline to establish the fee and adjust fees
- Statutory requirements of setting and publishing new or increased fees
- Collection of fees and late fees and penalties



## 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

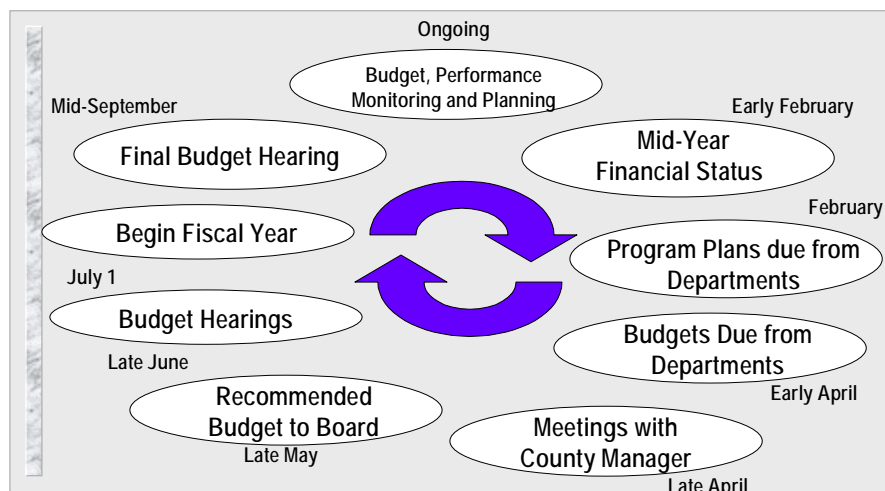
The fiscal year begins July 1 and ends June 30. A mid-year report to the Board of Supervisors is prepared by the County Manager's Office in late January/early February to provide information regarding current financial status of all departments and funds, identify issues that can significantly affect 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 County 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, and 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 is required to prepare a balanced budget for each fiscal year on or before August 30. The Board of Supervisors generally passes a Resolution in June extending the date to October 2. 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 County funds. Revenues received from other County funds for reimbursement of services are generally budgeted in Interfund Revenues, such as facilities maintenance. Transfers to and from other County funds to provide reimbursement of costs are generally budgeted in Other Financing Uses or Other Financing Sources.

The budgets for governmental funds, such as the General Fund, 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 Special District Funds) and on the full accrual basis for proprietary funds (i.e., Enterprise Funds and Internal Service Funds) and fiduciary funds (i.e., Investment and Pension Trust Funds). See the Glossary of Budget Terms in Section 8 of this budget document for definitions of accrual, accrual accounting, and modified accrual.

**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 2007-08 and 2008-09 budget development cycle.

<b>Key Budget Meetings/Deliverables</b>	<b>2008 Dates</b>
Structural Budget Deficit Board Workshop	December 4, 2007
Net County Cost Targets to Departments	January 9
Year-End Estimates due from Departments (Mid-Year Financials)	January 11
Fiscal Officers Meeting: Budget Kick-Off	January 16
Mid-Year Budget Update (Board Report)	February 5
Agency/Department Overviews and Program Plans due from Departments	February 15
Mid-Year Performance Data due from Departments	February 15
Preliminary Department Budget Meetings with County Manager	March 3-7
Program Budgets due from Departments	April 4
Mid-Year Performance Status (Board Report)	April 8
Final Department Budget Meetings with County Manager	April 21-25
Year 2 Budgets due from Departments seven days after final budget meeting	April 28-May 2
Recommended Budget to Board (also on County website)	May 27
Recommended Budget Hearings	June 23-25
Customer Survey Data due from Departments	July 31
Year-End Analysis/Final Fund Balances due from Departments	August 15
Year-End Performance Data due from Departments	August 15
Final Budget Hearings/September Revisions	September 30
Year-End Performance Status (Board Report)	October 21
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.

BUDGETS	Budget Unit	
	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 Department	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 Department	3200D	Department
Coroner's Office	3300B	Department
<b>COMMUNITY SERVICES</b>		
Real Property Services	1220B	Division
Public Safety Communications	1240B	Division
Structural Fire Special Revenue Fund	3550B	Fund
Fire Protection Services	3580B	Department
County Service Area # 1	3560B	Fund
LAFCo	3570B	Department
County Library	3700B	Department
Planning and Building Department	3800B	Department
Parks Department	3900B	Department
Fish and Game Propagation	3950B	Fund
Off-Highway Vehicle License Fees	3960B	Fund
Parks Acquisition and Development	3970B	Fund
Coyote Point Marina	3980B	Department

BUDGETS	Budget Unit	Budget Unit Level
	Number	
<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</b>		
Health Services Administration	5500B	Division
Health Policy and Planning	5550B	Division
Emergency Medical Services	5600B	Division
Emergency Medical Services Fund	5630B	Division
Aging and Adult Services	5700B	Division
IHSS Public Authority	5800B	Division
IHSS General Fund Contribution	6900B	Division
Environmental Health	5900B	Division
Behavioral Health and Recovery Services	6100B	Division
Public Health Services	6200B	Division
Family Health Services	6240B	Division
Correctional Services	6300B	Division
Agricultural Commissioner/Sealer	6500B	Division
Medical Center Operating Budget	6600D	Department
Medical Center Capital Purchases	6750D	Department
Contributions to Medical Center	5850D	Department
<b>CHILDREN, YOUTH AND FAMILY SERVICES</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
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	8500D	Fund
Debt Service Fund	8900B	Fund

# *Administration and Fiscal*



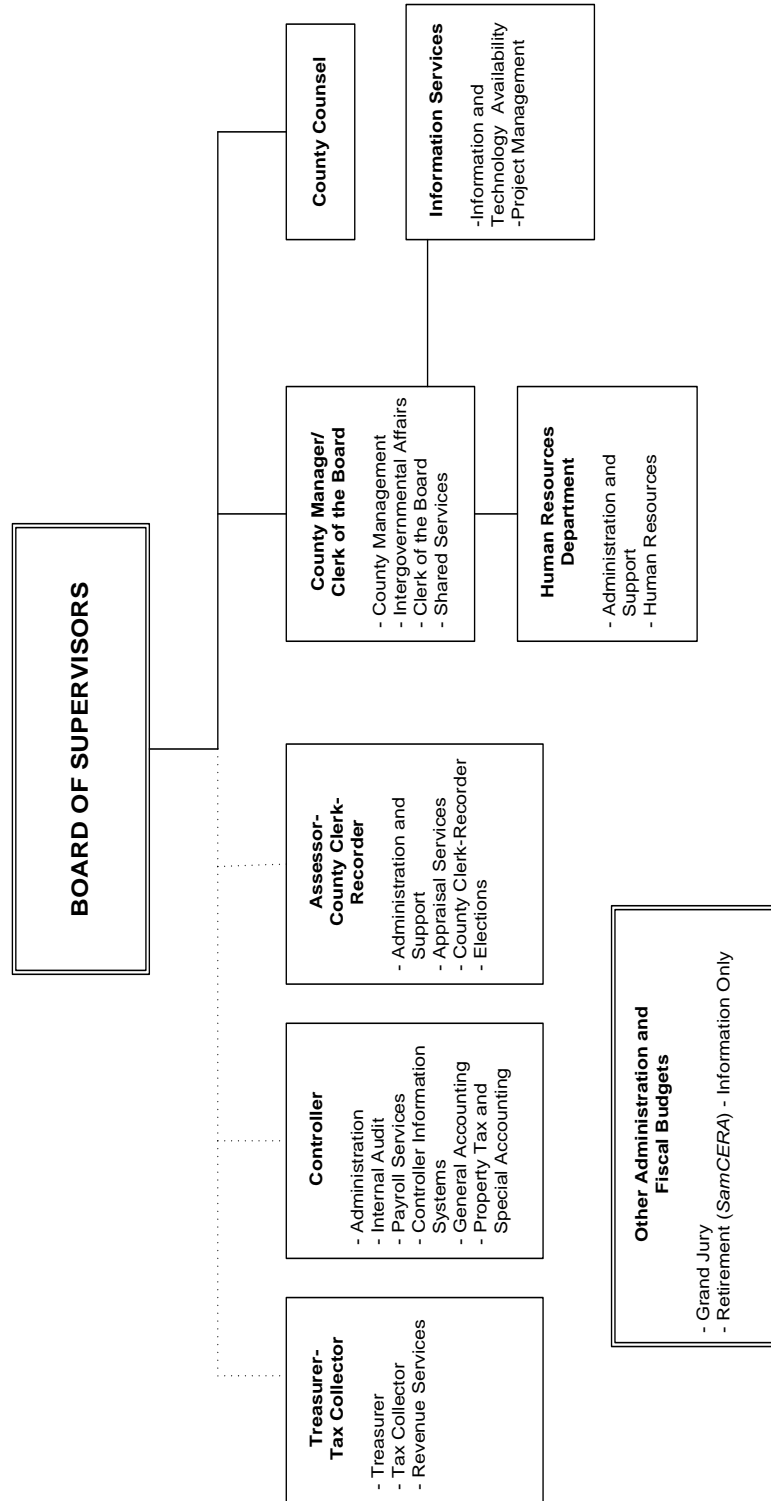
*Adopted Budget  
FY 2008-09  
FY 2009-10*



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 2008-09 and 2009-10 All Funds Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>General Fund Budgets</b>						
Board of Supervisors	2,533,949	3,109,312	3,263,129	3,331,796	68,667	3,384,229
County Manager/Clerk of the Board	6,593,847	8,209,873	9,363,418	9,701,703	338,285	9,726,130
Assessor-County Clerk-Recorder	28,872,187	20,331,573	19,317,502	19,073,019	(244,483)	19,740,675
Controller's Office	6,314,346	6,457,304	6,987,485	8,451,814	1,464,329	8,500,267
Treasurer - Tax Collector	7,456,990	7,469,341	9,439,460	10,091,126	651,666	9,587,688
County Counsel	6,144,167	7,249,794	7,728,098	8,531,029	802,931	8,635,820
Human Resources Department	7,596,486	8,212,741	8,837,102	8,806,631	(30,471)	8,740,714
Information Services Department	25,121,074	26,039,134	26,230,991	23,050,502	(3,180,489)	17,053,879
Grand Jury	470,562	323,660	547,968	676,491	128,523	676,491
<b>Total General Fund</b>	<b>91,103,607</b>	<b>87,402,730</b>	<b>91,715,153</b>	<b>91,714,111</b>	<b>(1,042)</b>	<b>86,045,893</b>
<b>Total Requirements</b>	<b>91,103,607</b>	<b>87,402,730</b>	<b>91,715,153</b>	<b>91,714,111</b>	<b>(1,042)</b>	<b>86,045,893</b>
<b>Total Sources</b>	<b>70,155,472</b>	<b>61,598,819</b>	<b>60,249,364</b>	<b>58,467,108</b>	<b>(1,782,256)</b>	<b>52,286,515</b>
<b>Net County Cost</b>	<b>20,948,135</b>	<b>25,803,911</b>	<b>31,465,789</b>	<b>33,247,003</b>	<b>1,781,214</b>	<b>33,759,378</b>

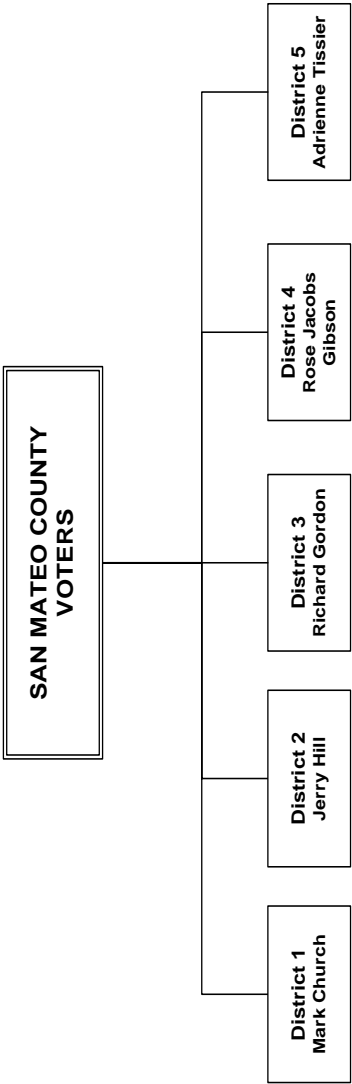
### AUTHORIZED POSITIONS

Salary Resolution	534.0	544.0	544.0	540.0	(4.0)	540.0
Funded FTE	520.4	534.0	533.6	533.4	(0.2)	533.4

### FOR INFORMATION ONLY:

Retirement Office (SamCERA)	2,596,593	3,186,610	3,444,400	4,299,600	855,200	4,342,719
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**BOARD OF SUPERVISORS**



## Major Accomplishments in FY 2007-08

### Standing Committees of the Board

In 2007, the Board streamlined the policy development structure by creating four new standing committees and eliminating several subcommittees. The four new standing committees: Environmental Quality Committee, Finance and Operations, Criminal Justice Committee and Housing, Health and Human Services Committee, along with the Legislative Committee provide the Board with five standing committees to oversee the myriad of complex and critical Board responsibilities. The new structure has enabled Board members to focus on specific areas and helped to recreate the policy-making process as more open, transparent and accessible to the public. The process has enhanced the ability of County departments and Board members to vet and develop key initiatives.

### Criminal Justice Committee

The Criminal Justice Committee is responsible for oversight of public safety, including adult and juvenile systems and reentry. The key areas of focus are prevention, early intervention, alternatives to incarceration, custody and treatment programs and services for offenders and their families.

#### **Actions Taken**

- **Juvenile Justice Reforms Initiated**—Launched and monitored Juvenile Justice Reform workgroup and convened discussion about the Juvenile Justice Block Grant program.
- **Reentry Strategic Plan Underway**—Endorsed creation of a multidisciplinary Reentry Planning Committee to develop a comprehensive strategic plan to improve outcomes for those incarcerated in County correctional facilities as they are released back into the community.
- **Approved Pharmacy Cost-Saving Application**—Directed Medical Center and Pharmacy staff to apply for Special Demonstration Project status under 340(b) prescription drug program to allow the San Mateo Medical Center to participate in a cost-effective prescription drug program to serve the County jail population.

#### **Discussion and Presentations**

- Monitored Proposition 36 funding and directed recommendations by Proposition 36 and Offender Treatment Program workgroup be implemented
- Heard update on Mentally Ill Offender Corrections R-Grant for women in corrections
- Considered Wireless 9-1-1 update
- Heard updates and monitored AB 900 State Secure Reentry Facility Program
- Heard update on the Domestic Violence Firearms Compliance program
- Considered a report on the Countywide Narcotics Task Force
- Heard update on Community Reentry and Transition Planning
- Monitored State Legislative Analyst Office proposed parole realignment for county impact

### Environmental Quality Committee

The Environmental Quality Committee is responsible for oversight of the county's natural resources. The key areas of focus are: sustainability, energy, planning practices, achieving recycling requirements and environmental management of parks, recreation and the county's infrastructure.

#### **Actions Taken**

- **Extended Product Stewardship**—Referred a resolution to the Board of Supervisors that supports state, local and regional efforts to promote Extended Product Stewardship, an approach to hazardous waste management that gives responsibility to producers. For example, manufacturers of fluorescent lights would be responsible for the safe disposal of lights that can no longer be used. Initial presentation was made to the Committee in August 2007, ongoing updates were provided and the resolution was referred to Board of Supervisors in April 2008
- **Polystyrene Ban**—Referred a resolution banning the use of polystyrene food ware at county facilities to the Board of Supervisors for consideration in March 2008.
- **Green Building Program**—Reviewed the proposed green building program in September of 2007. The program establishes incentives such as expedited permitting and faster turnaround on inspection requests for constructing environmentally friendly buildings. A community task force led by the Planning and Building Department developed the program. The completed plan was referred by the Committee to the full Board in January of 2008.
- **Watershed Protection**—Approved a watershed protection outreach plan that included development of public education materials and community meetings held throughout the county in the spring of 2008. The action was taken in November 2007.
- **Cool Counties Declaration**—Referred the Sierra Club Cool Counties Declaration to the Board of Supervisors for consideration after requesting and reviewing a work plan from staff on how the County would meet the Cool County requirements. The declaration requires the County to: calculate the carbon footprint of the County as an employer, develop a CO2 reduction plan, meet regional CO2 reduction targets and advocate for climate action at the state and federal levels. This work was initiated in August 2007 and referred for full Board for adoption in September 2007. The Committee receives bi-monthly progress reports on the Cool County work plan including updates on the County Green Team, the contract through Joint Venture Silicon Valley to calculate the County carbon footprint, the rollout of the Intranet Green Portal, the Green Neighbors project and other climate change efforts.

#### **Discussions and Presentations**

- Discussed the Committee's relationship to other County workgroups addressing Environmental issues – July 2007
- The Department of Public Works provided an overview of the City/County Association of Governments Energy Strategy for

San Mateo County. The strategy addresses climate change issues – July 2007

- The Department of Public Works provided information on the recycling facility and solid waste collection requests for proposals being developed by the South Bay Waste Management Authority – August 2007
- The Planning and Building Department provided background on the Williamson Act Audit and the corrective action plan being developed - initial presentation was in September 2007 with ongoing updates
- The Department of Public works provided information on the California PUC Renewable Energy Transmission Initiative – January 2008

### Finance and Operations Committee

The Finance and Operations Committee is responsible for the oversight of revenues and expenditures, budget development, audits, long-term financing, investment, technology and capital project funding. The key areas of focus are budget process, management audit, identification of revenue enhancements and or savings and the efficient application of technology.

### Actions Taken

- **Provided Direction for Board Study Session on Five-Year Plan to Eliminate Structural Budget Deficit**—Provided direction to staff in preparation for the December 4, 2007 Board study session to discuss and plan for the elimination of the structural budget deficit. Based on direction provided by the Board at the study session, a hiring freeze was implemented on December 10. County departments were directed to hold 5% of positions vacant and maintain a minimum of 2% departmental reserve in order to generate salary savings and make positions available to avoid layoffs. The County has maintained a vacancy rate of 9-11%. The Committee continues to review balances in trust funds, as well as unfunded mandates. Staff have been meeting with employee organizations regularly during the budget process, and have launched a Budget News Intranet site where employees can provide budget suggestions that will be reviewed by workgroups. A community outreach effort to solicit budget suggestions from residents and stakeholders will begin in fall 2008.
- **Supported Selection of CalPERS to Prefund 90% of Retiree Health Liability**—As part of the County's five-year plan to eliminate the structural budget deficit by FY 2013 and use Excess ERAF to pay down unfounded liabilities, the Committee supported the selection of CalPERS as the County's funding vehicle for other post employment benefits (OPEB), prefunding 90% of the FY 2007-08 OPEB liability of \$156.8 million in an irrevocable trust that will be used for the sole purpose of funding retiree health benefits in compliance with new accounting standards. The investment of funds in securities with higher rates of return will produce additional earnings, thereby reducing the County's future annual required contributions.
- **Achieved Highest Credit Rating in California for Restructuring of 2003 Youth Services Center Bonds**—In

2003, the County issued \$155 million in variable rate bonds known as Auction Rate Securities (ARS) to build the Youth Services Center (YSC). This structure generated over \$8 million in savings for the County. In February, the municipal bond market experienced a significant number of failed auctions, including the auctions for the YSC bonds. As a result, the County was paying a rate of more than 6% on the bonds, or an additional \$3.5 million per year in YSC debt service, which is currently budgeted at \$9 million per year. The County is restructuring the bonds to more traditional variable rate demand obligations (VRDOs), which removes them from the ARS market, and keeps the County's total cost of borrowing below 4%. The County was able to obtain the highest rating for a California county from Moody's (Aa1) and one of the highest ratings from Standard & Poor's (AA+), which results in reduced borrowing costs for the YSC bond restructuring and lower future borrowing for construction projects.

- **Completed Management Review of Human Services Agency Financial Services Unit**—A County Review Team led by the Macias Consulting Group, with representatives from the Human Services Agency, Human Resources, and the County Manager's Office, conducted the County's second management review. The Director of the Human Services Agency recognized the management review process as an opportunity to establish a vision and direction given anticipated retirements in the agency's Financial Services Unit. The objective for the review was to determine how the Financial Services Unit could strengthen its financial management environment given the retirement of its Finance Director and other key positions over the next five years. The scope of the review included an examination of functions and processes and delivery of services to the program areas. Preliminary findings and recommendations were presented to the Committee in June 2008.

### Discussions and Presentations

- Explored service reduction alternatives and funding mechanisms for fire protection services
- Reviewed Mid-Year and Year-End County Performance Report
- Nominated STARS Awards recipients for Outstanding Program Performance and Customer Service
- Accepted progress report from Department of Housing on implementation of last year's management review recommendations
- Issued Request for Proposals (RFP) for financial audit services and supported selection of Macias Gini & O'Connell LLP
- Recommended revisions to Form 700 Conflict of Interest reporting requirements for certain boards and commissions

### Housing, Health and Human Services Committee

The Housing, Health and Human Services Committee is responsible for oversight of the continuum of housing and health care, safety net services, job training and protection of vulnerable populations – seniors, those with disabilities and children. The key areas of focus are health care reform, work-force housing, and services that support self-sufficiency.

## Actions Taken

- **Supported Asset Repositioning**—Gave the Department of Housing conceptual approval to complete a systematic review of the Housing Authority's primary assets in order to assure maximum asset utilization, explore alternative ownership and or building configurations that could increase the amount, variety and quality of affordable housing
- Recommended the Emancipated Youth Project proceed
- Supported moving the Fatherhood Collaborative to the Health Department, Family Services Division

## Discussions and Presentations

- **Considered Blue Ribbon Adult Health Care Coverage**—Considered the status report on County Blue Ribbon Task Force on Adult Health Care Coverage to develop cost-effective alternatives that expand health coverage to the uninsured and promotes improved health outcomes for San Mateo County residents in San Mateo County.
- **Subregional Process Approved**—The 21 jurisdictions in San Mateo County came together to pursue the subregional option to make the state required Regional Housing Needs Allocation process more inclusive, transparent and solve a countywide challenge collaboratively. San Mateo County is the first in California to complete and recommend its regional housing allocation through this process.
- **Planning for the Boomers**—The aging of the Baby Boomer population is of significant concern for San Mateo County. San Mateo County's population of people over the age of 65 is projected to increase by 72 percent by the year 2030. The near doubling of the senior population in San Mateo County will have an impact on everything from housing and job markets to neighborhood design and transportation systems. The Committee considered the Health Department's Aging Study, which outlines the needs for the County's growing aging population.
- Monitored Assembly Bill 8 proposal to expand health care coverage
- Considered state budget update for the unfunded cost-of-doing-business on human service program delivery
- Discussed implementation plans for Department of Housing Management Review recommendations
- Discussed permanent housing to be funded by Proposition 63, Mental Health Services Act funds
- Heard status of Emergency Medical Services policies and steering committee
- Heard status of Alcohol and Other Drug reorganization to Behavioral Health and Recovery Services
- Assisted homeless citizen
- Reviewed Day Laborer Program
- Heard update on Half Moon Village Senior Campus
- Considered North Fair Oaks Ninth Avenue Street improvements
- Heard update on progress for Maple Street Shelter Relocation

- Considered sustainability issues being encountered by contract providers of human services
- Discussed proposed ordinance to require that chain restaurants disclose nutritional information on menus

## Legislative Committee

The Legislative Committee is responsible for oversight of the county's state and federal policy program. In consultation with County departments the Legislative Committee prepares the federal and state legislative agenda, sponsors and advocates for legislative solutions. The key areas of focus include federal funding, state and local fiscal reforms, and increased local program flexibility.

## Federal and State Legislative Issues

### Actions Taken

- **Federal Support for Partnership Programs**—Secured \$2 million in federal FY 2008 funding for the *Preschool for All initiative*, the San Mateo Medical Center *Emergency Room Workflow Redesign*, the San Mateo County Parks Department's *Fitzgerald Marine Reserve Interpretive Center* and the Human Services Agency *Emancipated Foster Youth Housing* (Orange-Grand triplex) project.
- **Innovative Effort to Collect Child Support**—Secured passage of Senate Bill 523 (Chapter 249, Statutes of 2007) establishing a San Mateo County pilot project to improve child support collection and minimize arrearages.
- **Parole Realignment Evaluated**—One of only four counties to complete a thorough analysis of potential impacts of the Legislative Analyst's Office proposal to realign to counties state responsibility for lower-level parolees that revealed a shift of responsibility and estimated increased costs of more than \$21 million.
- Analyzed 90 federal and state legislative issues for their impact on San Mateo County
- Assessed state budget proposals and actions and advocated appropriately with regards to impact to San Mateo County programs and services
- Worked to recover full reimbursement of \$9.145 million in Mental Health pharmacy and lab pilot project funding
- Monitored Board of Equalization jet fuel sales tax allocation regulation legal challenges

## Legislative Forums

- **Community Partners Explored State Budget Solutions**—Organized a Legislative Forum on the Governor's Proposed 2008-09 State Budget, with 100 city, schools, non-profit partners participating, along with members of the San Mateo County State Legislative Delegation
- **Discussed Alcohol Program Funding Strategies**—Conducted a Legislative Forum on Alcohol Taxes to explore the costs of alcohol related problems and identify possible revenue sources to fund alcohol programs and services and to develop strategies to advocate for additional funding for drug and alcohol prevention and intervention services

- 
- Hosted the Senate Select Committee on Bay Area Sustainable Development and Economic Progress chaired by Senator Leland Yee
  - Hosted California Department of Corrections and Rehabilitation Reentry Workshop (Assembly Bill 900)

**Partners**

- Collaborated and coordinated legislative efforts with:
  - City/County Association of Governments (C/CAG) Legislative Committee and
  - Housing Endowment and Regional Trust (HEART) Legislative Committee
  - 2007 CSAC Health Care Reform Committee
  - Urban Counties Caucus, National Association of Counties, California State Association of Counties

Board of Supervisors (1100B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	88	9,525	9,000	9,000		9,000
<b>Total Revenue</b>	88	9,525	9,000	9,000		9,000
Fund Balance	79,266	363,880	363,880	351,835	(12,045)	366,439
<b>TOTAL SOURCES</b>	79,354	373,405	372,880	360,835	(12,045)	375,439
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,113,603	2,556,203	2,664,252	2,762,144	97,892	2,814,577
Services and Supplies	203,192	210,991	268,904	280,529	11,625	280,529
Other Charges	160,047	177,544	165,399	178,289	12,890	178,289
<b>Net Appropriations</b>	2,476,842	2,944,738	3,098,555	3,220,962	122,407	3,273,395
Contingencies/Dept Reserves	57,107	164,574	164,574	110,834	(53,740)	110,834
<b>TOTAL REQUIREMENTS</b>	2,533,949	3,109,312	3,263,129	3,331,796	68,667	3,384,229
<b>NET COUNTY COST</b>	2,454,595	2,735,907	2,890,249	2,970,961	80,712	3,008,790
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	20.0	20.0	20.0	20.0		20.0
Funded FTE	20.0	20.0	20.0	20.0		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

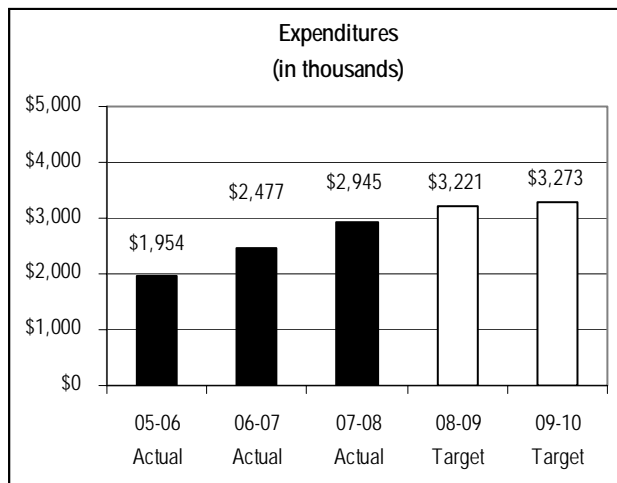
Information Services Department

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 fifteen. 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.



## Discretionary Net County Cost

The portion of this budget unit's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,970,961 or 88.4%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

## FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made as follows: inclusion of merit increases; annualization of negotiated labor increases; increased service charges; and an increase in Fund Balance and Reserves.

Revenue/Sources	(12,045)
Appropriations	122,407
Intrafund Transfers	0
Reserves	(53,740)
Net County Cost	80,712
Positions	0

## FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made as follows: negotiated labor and merit increases; reduction in Fund Balance; and decreases in appropriations and Reserves to meet Net County Cost target.

Revenue/Sources	14,604
Appropriations	52,433
Intrafund Transfers	0
Reserves	0
Net County Cost	37,289
Positions	0

BOS District 1 (1110B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	8					
<b>Total Revenue</b>	<b>8</b>					
Fund Balance	23,552	114,488	114,488	115,315	827	118,361
<b>TOTAL SOURCES</b>	<b>23,560</b>	<b>114,488</b>	<b>114,488</b>	<b>115,315</b>	<b>827</b>	<b>118,361</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	362,696	480,996	520,529	575,885	55,356	583,499
Services and Supplies	40,168	37,321	60,264	65,264	5,000	65,264
Other Charges	32,362	35,719	32,663	36,766	4,103	36,766
<b>Net Appropriations</b>	<b>435,226</b>	<b>554,036</b>	<b>613,456</b>	<b>677,915</b>	<b>64,459</b>	<b>685,529</b>
Contingencies/Dept Reserves	11,044	67,000	67,000	21,626	(45,374)	21,626
<b>TOTAL REQUIREMENTS</b>	<b>446,270</b>	<b>621,036</b>	<b>680,456</b>	<b>699,541</b>	<b>19,085</b>	<b>707,155</b>
<b>NET COUNTY COST</b>	<b>422,710</b>	<b>506,548</b>	<b>565,968</b>	<b>584,226</b>	<b>18,258</b>	<b>588,794</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

BOS District 2 (1120B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	40	9,000	9,000	9,000		9,000
<b>Total Revenue</b>	40	9,000	9,000	9,000		9,000
Fund Balance	621	40,868	40,868	35,388	(5,480)	42,126
<b>TOTAL SOURCES</b>	661	49,868	49,868	44,388	(5,480)	51,126
<b>REQUIREMENTS</b>						
Salaries and Benefits	458,260	586,869	546,481	599,568	53,087	616,412
Services and Supplies	38,995	36,874	32,900	36,900	4,000	36,900
Other Charges	32,422	37,311	33,009	35,842	2,833	35,842
<b>Net Appropriations</b>	529,677	661,054	612,390	672,310	59,920	689,154
Contingencies/Dept Reserves	10,908	29,402	29,402	13,826	(15,576)	13,826
<b>TOTAL REQUIREMENTS</b>	540,585	690,456	641,792	686,136	44,344	702,980
<b>NET COUNTY COST</b>	539,924	640,588	591,924	641,748	49,824	651,854
<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

BOS District 3 (1130B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	40					
<b>Total Revenue</b>	40					
Fund Balance	17,899	41,088	41,088	50,301	9,213	53,948
<b>TOTAL SOURCES</b>	17,939	41,088	41,088	50,301	9,213	53,948
<b>REQUIREMENTS</b>						
Salaries and Benefits	451,135	480,212	517,464	544,530	27,066	553,647
Services and Supplies	45,410	44,658	43,395	49,020	5,625	49,020
Other Charges	30,389	34,040	32,819	35,697	2,878	35,697
<b>Net Appropriations</b>	526,935	558,910	593,678	629,247	35,569	638,364
Contingencies/Dept Reserves	10,875	19,225	19,225	12,615	(6,610)	12,615
<b>TOTAL REQUIREMENTS</b>	537,810	578,135	612,903	641,862	28,959	650,979
<b>NET COUNTY COST</b>	519,871	537,047	571,815	591,561	19,746	597,031
<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

BOS District 4 (1140B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

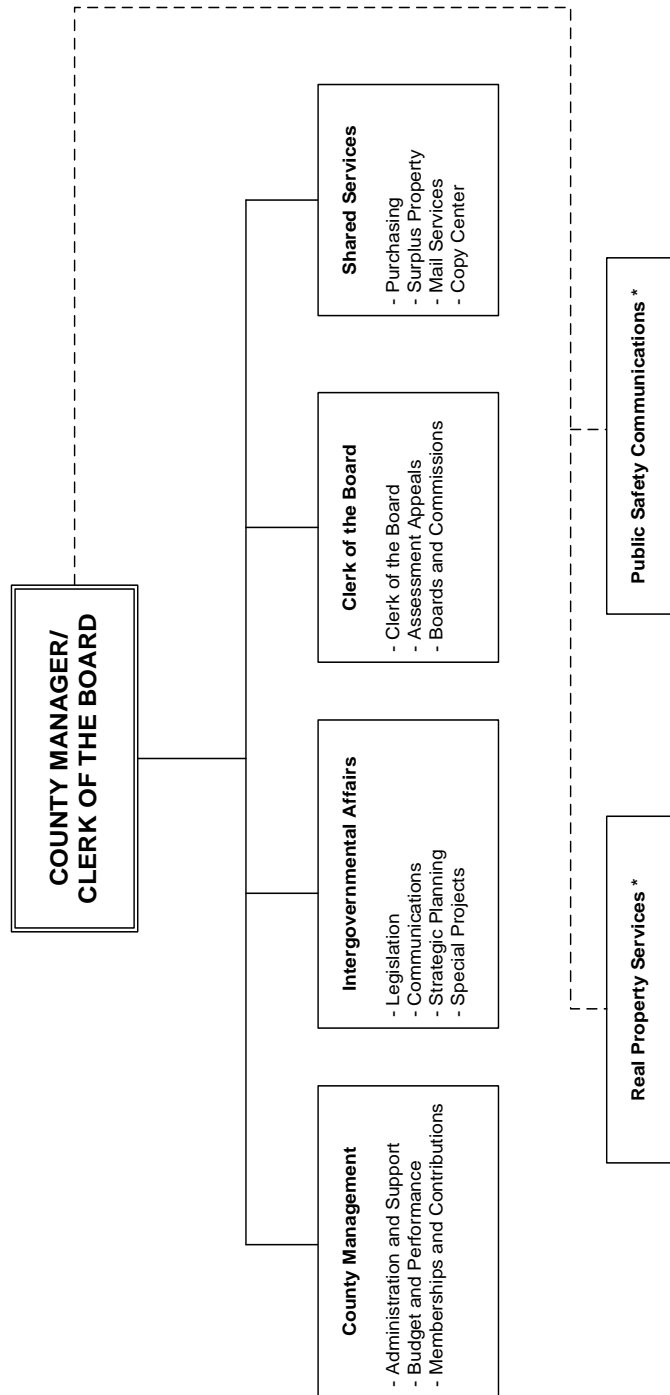
	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fund Balance	34,901	116,837	116,837	119,651	2,814	123,052
<b>TOTAL SOURCES</b>	34,901	116,837	116,837	119,651	2,814	123,052
<b>REQUIREMENTS</b>						
Salaries and Benefits	371,022	457,807	548,815	504,616	(44,199)	513,118
Services and Supplies	44,750	55,525	76,800	85,800	9,000	85,800
Other Charges	32,084	34,937	33,167	35,243	2,076	35,243
<b>Net Appropriations</b>	447,856	548,268	658,782	625,659	(33,123)	634,161
Contingencies/Dept Reserves	12,458	33,016	33,016	49,836	16,820	49,836
<b>TOTAL REQUIREMENTS</b>	460,314	581,284	691,798	675,495	(16,303)	683,997
<b>NET COUNTY COST</b>	425,413	464,447	574,961	555,844	(19,117)	560,945
<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

BOS District 5 (1150B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue		525				
<b>Total Revenue</b>		525				
Fund Balance	2,293	50,599	50,599	31,180	(19,419)	28,952
<b>TOTAL SOURCES</b>	2,293	51,124	50,599	31,180	(19,419)	28,952
<b>REQUIREMENTS</b>						
Salaries and Benefits	470,490	550,319	530,963	537,545	6,582	547,901
Services and Supplies	33,868	36,613	55,545	43,545	(12,000)	43,545
Other Charges	32,790	35,537	33,741	34,741	1,000	34,741
<b>Net Appropriations</b>	537,148	622,469	620,249	615,831	(4,418)	626,187
Contingencies/Dept Reserves	11,822	15,931	15,931	12,931	(3,000)	12,931
<b>TOTAL REQUIREMENTS</b>	548,970	638,400	636,180	628,762	(7,418)	639,118
<b>NET COUNTY COST</b>	546,677	587,276	585,581	597,582	12,001	610,166
<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

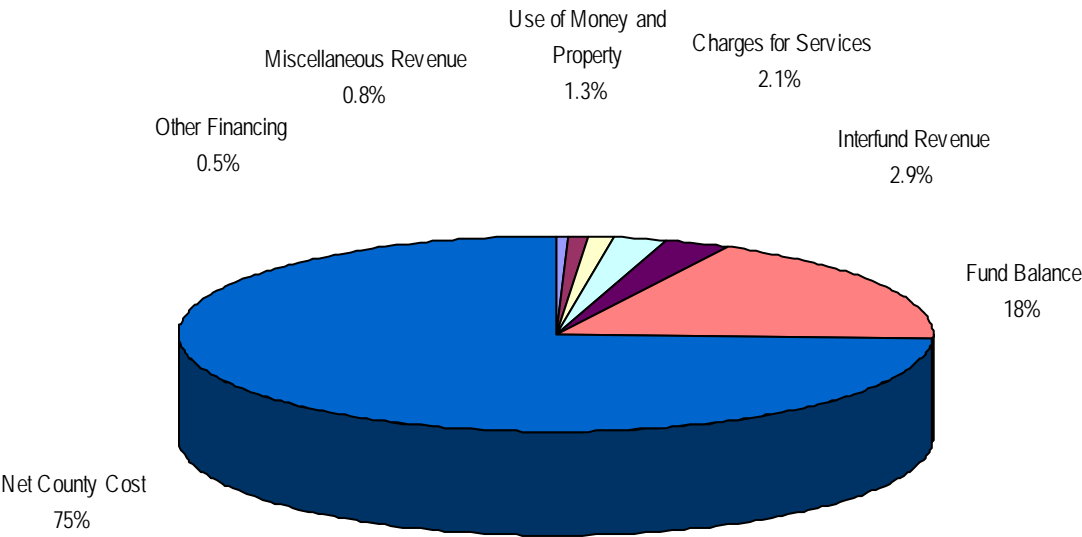
## COUNTY MANAGER/CLERK OF THE BOARD



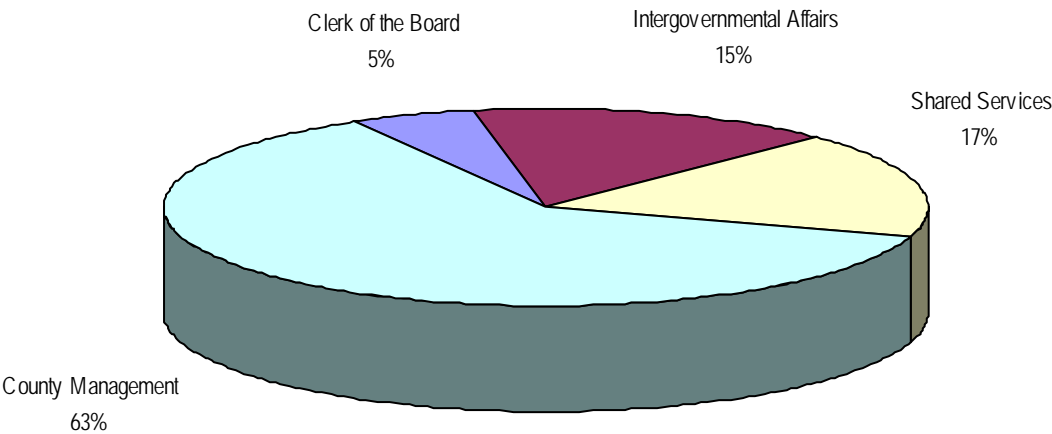
*\* These programs appear in the Community Services section*

# County Manager/Clerk of the Board

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements





## Department Locator

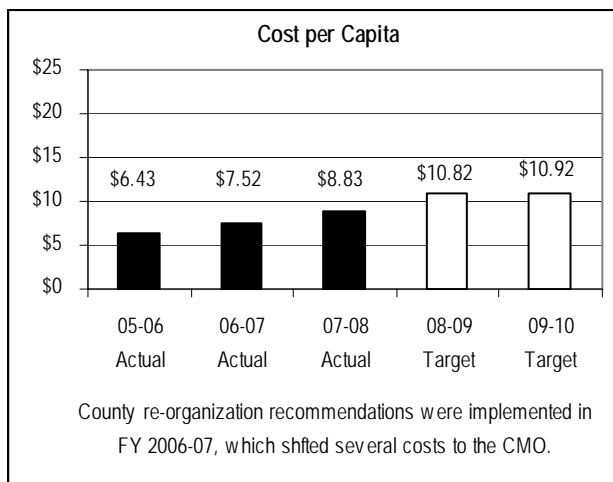
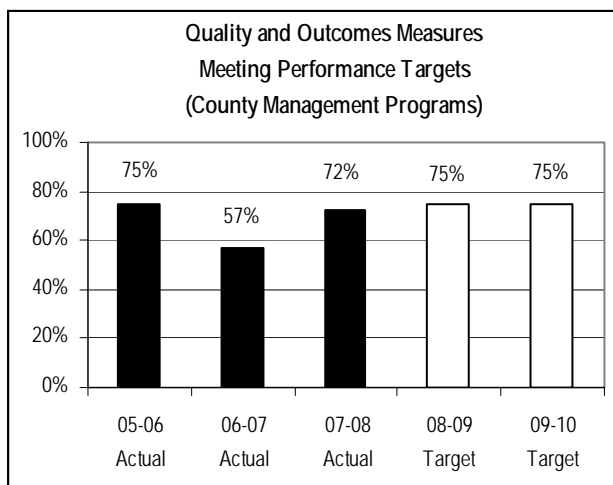
### County

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 the County budget and monitoring

financial and operational performance; administering the legislative program and coordinating Countywide public affairs and events; preparing agenda items and providing support to the Board for its public meetings; providing high quality dispatch and communications services to the public and public safety agencies; and procuring quality goods and services, distributing internal and U.S. Mail and providing copying services for County departments.

## Contributions to Shared Vision 2010 (Fiscal Years 2000-2007)

### PEOPLE

#### Realize the Potential of Our Diverse Population

- **Shared Vision 2010 and Progress Measure 2005 Report**  
Intergovernmental and Public Affairs 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, a report card and an accounting of the initiatives that have been undertaken which contribute to the Shared Vision goals, was prepared to provide a summary of progress since 2000.
- **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.

#### Ensure Basic Health and Safety for All

- **Dispatching Services**  
Public Safety Communications was awarded certification as a nationally recognized "Center of Excellence" in Emergency Medical Dispatch for ensuring quality patient care and efficient resource utilization. Technological improvements implemented in the Communications Center have enhanced the dispatching system's reliability and improved customer services. The improvements included the implementation of the dispatch component of a state-of-the-art trunked radio system for over 1,500 users in Law Enforcement, Emergency Medical Services, Animal Control, Public Works, Building Inspection, Parks, and the City of Redwood City. In addition, the Dispatch Center also implemented communications protocols for a Countywide Electronic Tracking System by law enforcement in apprehension of bank robbers. Dispatch services were also expanded to include all County fire stations and the City of South San

Francisco, thereby completing countywide fire services communications consolidation.

## PLACE

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

#### • **Environmental Purchasing Policy**

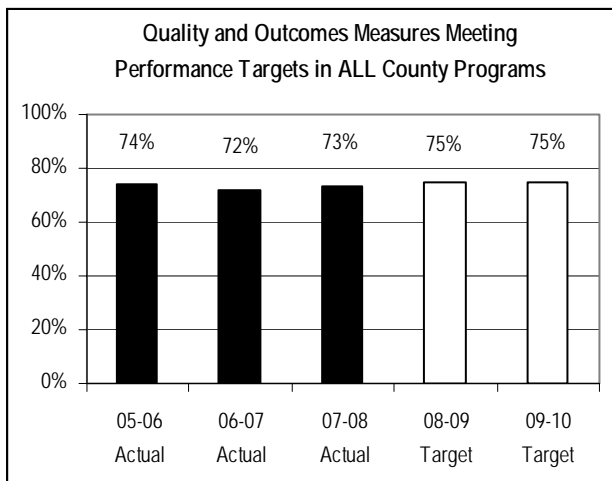
The Purchasing Unit of Shared Services expanded environmentally-friendly programs by implementing an Environmental Purchasing Policy to encourage and increase the use of environmentally preferable products and services. Since FY 2003-04, fuel-efficient electric/gas hybrid vehicles have been purchased for Public Works for the County fleet, saving departments money and preserving natural resources.

## PARTNERSHIPS

### Responsive, Effective and Collaborative Government

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

Budget and Performance 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.



## Major Accomplishments in FY 2007-08

### Realize the Potential of Our Diverse Population

- Hosted two Youth Mentoring Fairs for County employees at the Redwood City and San Mateo Health campuses in response to Youth Commission recommendations to provide opportunities to build positive relationships with adults
- Conducted Shared Vision 2025 community forums throughout the county, with one forum specifically targeted for youth

- Established a diverse community steering committee composed of residents, business, non-profits, faith groups, schools and other agencies to develop the Shared Vision 2025 process

### Ensure Basic Health and Safety for All

- Completed needs assessment to address jail overcrowding at the Maguire Correctional Facility and the Women's Correctional Center and re-entry needs of released inmates
- Participated in the Blue Ribbon Task Force to expand health coverage to adults
- Led the Health System Redesign Team in identifying priorities for next year and developing an implementation plan

### Responsive, Effective and Collaborative Government

- Prepared five-year plan for eliminating the County's structural budget deficit
- Achieved highest credit rating for a California county from Moody's in the restructuring of the Youth Services Center bonds
- Funded 90% of the County's retiree health liability
- Completed the management review of the Human Services Agency Financial Services Unit
- Supported the five standing Board Committees

## Major Issues to be Addressed

- **Structural Budget Deficit**—Growth in salaries and benefits, costs associated with operations and debt service for the new Youth Services Center, and continued contributions to the San Mateo Medical Center and subsidies to other funds such as Fire and Crystal Springs Sanitation, are quickly outpacing growth in ongoing General Fund revenue such as property and sales tax. Reserves and excess Education Revenue Augmentation Funds (ERAF) have been used to balance the budget to minimize the impact on direct services. These funds will soon be needed for repairs and improvements to aging County facilities, construction and maintenance of new facilities, upgrades to technology and other infrastructure, and contributions toward unfunded retiree health liabilities.
- **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. It is estimated that the County's financial obligation for indigent healthcare is \$25 million to \$35 million. The General Fund contributes more than twice this amount at over \$70 million. To ensure that the County is being fiscally responsible in meeting its mandate to provide healthcare to indigent residents, it is critical to find alternatives to providing healthcare for this population in order to focus limited County resources where they are needed most.
- **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, emphasizing the need for the County to retain and develop existing employees, involve new managers in Countywide planning processes and workgroups, improve process documentation, and explore other solutions to ensure smooth transitions.

## Key Department Initiatives

### 1. Five-Year Plan to Eliminate Structural Budget Deficit

#### Major Issues to be Addressed:

- Growth in ongoing costs are quickly outpacing growth in ongoing General Fund revenue such as property and sales tax
- Reserves are currently being used to balance the budget
- General Fund contributions and loans to other funds continue to increase
- The County is an agent of the State and depends on almost 40% of its funding from intergovernmental sources, which will continue to be unstable given the downturn in the state and local economies

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goal:

- Eliminate the structural budget deficit by 2013

#### Objectives:

- Undertake no new expenditures without corresponding new revenue or cost-reduction offsets
- Cap the annual rate of increase in General Fund Net County Cost to 3 percent to match expected growth in revenue
- Eliminate General Fund subsidies to County Fire and Sanitation Districts
- Reduce the General Fund contribution to the San Mateo Medical Center to a level consistent with Welfare and Institutions Code §17000 indigent health care obligation, with a target contribution of \$50 million
- Limit future use of excess ERAF to facility and technology infrastructure improvements, productivity enhancements, cost avoidance, reduction of unfunded liabilities, and other one-time uses

#### Major Milestones:

- Conducted Board study session to obtain direction on five-year plan to eliminate the structural deficit by 2013
- Implemented hiring freeze and directed departments to maintain a 5% vacancy rate and 2% minimum reserves
- Reduced future retiree health contributions by prefunding the County's liability at 90% in an irrevocable trust
- Established reduction targets for departments, keeping the General Fund contribution to the Medical Center flat
- Launched County Budget Intranet site for employees to submit revenue and cost savings suggestions

- Established regular meetings with labor organizations to keep them informed of the County's deficit elimination efforts

#### Partners:

- County Departments
- County Employees
- Labor Organizations
- Community Partners

#### FY 2008-09 Budget Impact:

Net County Cost targets were established to generate \$8 million in budget solutions from operating departments.

### 2. Shared Vision 2025 Community Process

#### Major Issues to be Addressed:

- It has been almost 10 years since the County began planning for the Shared Vision 2010 process that established long-term commitments and goals for the community
- Management turnover in departments provides an opportunity to involve new managers in Countywide planning processes

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goal:

- Engage broad and diverse participation from the community to provide a comprehensive review and update of the Shared Vision 2010 commitments and goals

#### Objectives:

- Complete the Shared Vision 2025 community forums by fall 2007
- Develop strategic action plans for implementation beginning in 2008

#### Major Milestones:

- Engaged Collaborative Economics to assist the Board in a new community visioning process (January 2007)
- Establish a diverse community steering committee composed of residents, business, non-profits, faith groups, schools and other agencies to develop a process to update the Shared Vision 2010 commitments and goals
- Prepare a briefing book to initiate the vision process
- Conduct five community forums
- Complete Shared Vision update and prepare strategic action plans

#### Partners:

- San Mateo County residents
- Businesses
- Non-profit organizations
- Faith groups
- Schools
- County departments

- Other agencies

## Other Significant Objectives by Program

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

- County Management
- Clerk of the Board
- Economic Development/Real Property Services
- Intergovernmental and Public Affairs
- Public Safety Communications
- Shared Services

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

### County Management

- Continue implementing five-year plan to eliminate structural budget deficit
- Continue planning for construction of new jail and reentry facilities
- Implement County Green Team and Cool Counties initiatives
- Develop Five-Year Capital Improvement Program in collaboration with Public Works
- Finalize Five-Year Countywide Information Technology (IT) Strategic Plan
- Develop County Fee Policy in collaboration with Fiscal Officers
- Implement Succession Planning priorities and continue Rotational Analyst Program

### Clerk of the Board

- Continue to provide support to Board Committees
- Continue to implement recommended improvements to Boards and Commissions reappointment and recruitment processes
- Explore additional electronic document management opportunities

### Real Property Services

- Negotiate terms of the transfer of the Hall of Justice to State Administrative Office of the Courts
- Distribute customer surveys and develop a plan to improve services

### Intergovernmental and Public Affairs

- Implement recommendations from Internal and External Communications Task Forces
- Conduct Shared Vision 2025 community process and prepare strategic action plans

### Public Safety Communications

- Implement automated telephone system to support 9-1-1 wireless calls and digital mapping software
- Explore funding options for implementing a Law Enforcement Back-up Communications Center

### Shared Services

- Assist County departments in finding environmentally friendly products, including compliance with new polystyrene ordinance
- Revise and update the Customer Guides for Purchasing, Copy and Mail
- Increase the use of online purchases of office supplies

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

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	133,689	138,215	131,000	127,300	(3,700)	122,300
Charges for Services	194,288	190,115	169,115	200,552	31,437	200,552
Interfund Revenue	275,930	206,472	268,549	281,472	12,923	274,411
Miscellaneous Revenue	87,938	144,457	36,000	75,499	39,499	75,499
Other Financing Sources	1,768	2,261	40,500	46,863	6,363	46,863
<b>Total Revenue</b>	<b>693,613</b>	<b>681,520</b>	<b>645,164</b>	<b>731,686</b>	<b>86,522</b>	<b>719,625</b>
Fund Balance	664,974	1,052,037	1,052,037	1,777,770	725,733	1,816,986
<b>TOTAL SOURCES</b>	<b>1,358,587</b>	<b>1,733,557</b>	<b>1,697,201</b>	<b>2,509,456</b>	<b>812,255</b>	<b>2,536,611</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,464,853	5,350,941	5,613,705	5,917,080	303,375	6,018,967
Services and Supplies	995,421	1,128,872	1,799,746	1,859,488	59,742	1,859,488
Other Charges	1,525,579	1,784,056	2,055,728	1,935,069	(120,659)	1,884,536
Fixed Assets			5,000		(5,000)	
<b>Gross Appropriations</b>	<b>6,985,853</b>	<b>8,263,869</b>	<b>9,474,179</b>	<b>9,711,637</b>	<b>237,458</b>	<b>9,762,991</b>
Intrafund Transfers	(640,426)	(619,484)	(676,249)	(693,184)	(16,935)	(720,111)
<b>Net Appropriations</b>	<b>6,345,428</b>	<b>7,644,385</b>	<b>8,797,930</b>	<b>9,018,453</b>	<b>220,523</b>	<b>9,042,880</b>
Contingencies/Dept Reserves	248,419	565,488	565,488	683,250	117,762	683,250
<b>TOTAL REQUIREMENTS</b>	<b>6,593,847</b>	<b>8,209,873</b>	<b>9,363,418</b>	<b>9,701,703</b>	<b>338,285</b>	<b>9,726,130</b>
<b>NET COUNTY COST</b>	<b>5,235,260</b>	<b>6,476,316</b>	<b>7,666,217</b>	<b>7,192,247</b>	<b>(473,970)</b>	<b>7,189,519</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	40.0	40.0	40.0	40.0		40.0
Funded FTE	39.0	39.5	39.5	39.5	0.0	39.5

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$812,255 or 47.9% from the FY 2007-08 Revised to the FY 2008-09 Adopted due to the following changes:

#### Use of Money and Property

There is a net decrease of \$3,700 in this funding source primarily due to a reduction in reimbursement revenue in Memberships and Contributions.

#### Charges for Services

There is a net increase of \$31,437 in this funding source due to an increase of \$1,123 for reimbursement from the PenTV JPA for increased salary and benefits costs for the Media Coordinator position responsible for PenTV activities and an increase of \$30,314 in Shared Services for increased commissions and vendor agreement rebates.

#### Interfund Revenue

There is a net increase of \$12,923 in this funding source due to reimbursement revenue in the amount of \$50,000 from Fire Protection Services for the cost of administrative support provided by the County Manager's Office; a reduction in the amount of \$5,000 as an adjustment to reimbursement revenue in Memberships and Contributions; and a decrease of \$32,067 in Shared Services as a result of reduced reimbursement for the Copy Center.

#### Miscellaneous Revenue

There is an increase of \$39,499 in this funding source primarily due to increased reimbursements for the sale of surplus property in the Shared Services Program.

#### Other Financing Sources

There is an increase of \$6,363 in this funding source as reimbursement from the Courts for the increased cost of the shared Criminal Justice Information System (CJIS) Information Technology Manager position.

#### Fund Balance

There is a net increase of \$725,733 in this funding source primarily due to savings in operating costs; vacant positions not filled in FY 2007-08; and Communications projects rolled forward to FY 2008-09.

### TOTAL REQUIREMENTS

Total Requirements increased by \$338,285 or 3.6% from the FY 2007-08 Revised to the FY 2008-09 Adopted due to the following changes:

#### Salaries and Benefits

There is a net increase of \$303,375 in this expenditure category primarily due to merit and negotiated labor increases.

#### Services and Supplies

There is a net increase of \$59,742 in this expenditure category primarily due to one-time implementation costs for the Internal and External County Communications Task Force reappropriated from FY 2007-08.

#### Other Charges

There is a net decrease of \$120,659 in this expenditure category primarily due to reductions in the Memberships and Contributions budget for one-time items. Reductions more than offset increases in ongoing service charges from other County departments.

#### Fixed Assets

There is a decrease of \$5,000 in this expenditure category due to deferring until a later date a one-time purchase for a shrink-wrap machine for Shared Services.

#### Intrafund Transfers

There is a net increase of \$16,935 in expenditure reimbursements primarily due to an increase in the reimbursement from the Human Services Agency for increased salary and benefit costs for the Program Manager position in Intergovernmental and Public Affairs and reimbursement from other County departments for the cost of the CJIS Administrator position.

#### Contingencies/Departmental Reserves

There is a net increase of \$117,762 in this expenditure category primarily due to cost savings from unfilled positions and projects and purchases not completed in FY 2007-08. The balance in Reserves represents 7.6% of Net Appropriations, which exceeds the County Reserves Policy requirement by \$502,881.

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**NET COUNTY COST**

There is a net decrease of \$473,970 or 6.2% in this Department's General Fund allocation primarily due to the elimination of one-time appropriation for memberships and contributions, projects, and purchases.

**FY 2009-10 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$27,155 or 1.1% from the FY 2008-09 to the FY 2009-10 Adopted due to the following changes:

Use of Money and Property

There is a decrease of \$5,000 due to a reduction in reimbursement revenue in Memberships and Contributions.

Interfund Revenue

There is a decrease of \$7,061 due to a reduction in reimbursement revenue for the Pen TV Joint Powers Authority.

Fund Balance

There is an increase of \$39,216 due to anticipated savings generated in FY 2008-09.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$24,427 or 0.3% from the FY 2008-09 to the FY 2009-10 Adopted due to the following changes:

Salaries and Benefits

There is a net increase of \$101,887 in this expenditure category primarily due to merit increases and negotiated labor increases.

Other Charges

There is a net decrease of \$50,533 in this expenditure category primarily due to the elimination of one-time contributions in the Memberships and Contributions budget.

Intrafund Transfers

There is a net increase of \$26,927 in expenditure reimbursements primarily due to increased reimbursement for the addition of Mail Services Motor Vehicle Mileage Charges as a pass-through cost in FY 2009-10.

Contingencies/Departmental Reserves

There is no change in Reserves. The balance in Reserves represents 7.6% of Net Appropriations, which exceeds the County Reserves Policy requirement by \$502,392.

**NET COUNTY COST**

There is a net decrease of \$2,728 or 0.4% in this Department's General Fund allocation primarily due to the elimination of one-time projects and expenditures in FY 2008-09.

## County Management (1210P)

### Program Locator

#### County

Administration and Fiscal

County Manager/Clerk of the Board

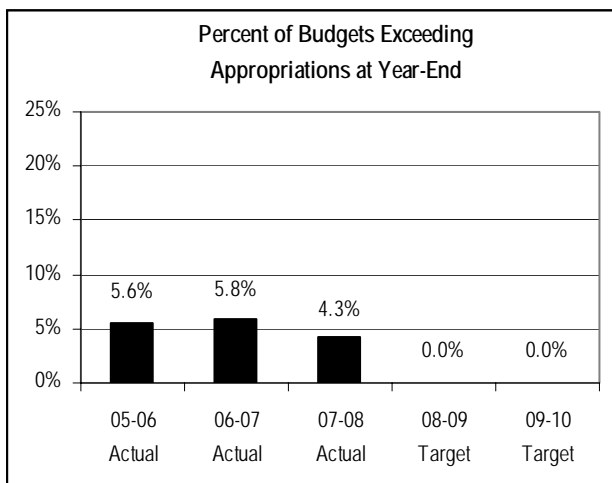
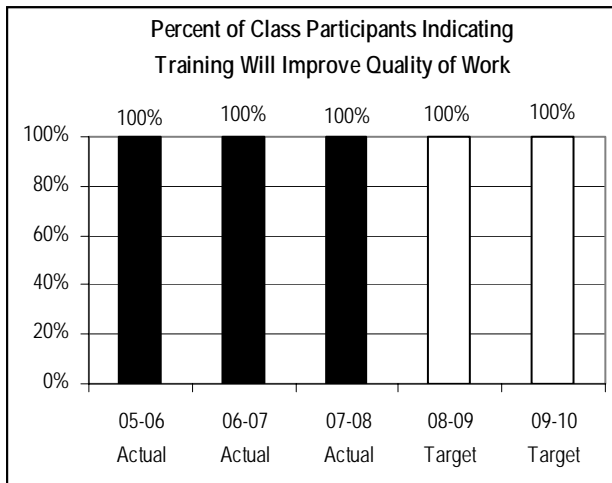
#### ► County Management

Intergovernmental and Public Affairs

Clerk of the Board

Shared Services

### Headline Measures



### Program Outcome Statement

County Management provides leadership and direction to County departments, prepares and monitors the County budget, monitors program performance, oversees Intergovernmental and Public Affairs, Clerk of the Board, Public Safety Communications, Office of Economic Development, and Shared Services (Purchasing, Surplus Property, Mail and Copy Center) functions, to achieve County goals and implement policies set by the Board of Supervisors.

### Services and Accomplishments

County Management includes Administration and Support and Budget and Performance functions of the County Manager/Clerk of the Board. These functions primarily contribute to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government. Major responsibilities include overseeing the preparation and administration of the County budget, monitoring performance of County programs, and coordinating the activities of other departments. This program also oversees the work of all other functions of the County Manager/Clerk of the Board, including Intergovernmental and Public Affairs, Clerk of the Board, Real Property Services, Public Safety Communications, and Shared Services (Purchasing, Surplus Property, Mail Services, Copy Center), and administers contracts with the San Mateo County Bar Association for Private Defender or indigent defense services, and CAL FIRE for fire protection services in unincorporated areas not in other fire protection districts and county service areas.

The following are major accomplishments in the current year:

- Developed a five-year plan to eliminate the County's structural budget deficit, conducted a study session with the Board, and implemented ongoing communications with employee organizations and other key stakeholders
- Led the development of a preliminary Five-Year Capital Improvement Program
- Led the development of a Countywide Five-Year Information Technology Strategic Plan
- Led the Health System Redesign Team in identifying priorities and preparing a work plan for the next two years
- Led the Succession Planning Implementation and Evaluation Committee in developing priority initiatives for implementation in the coming fiscal year
- Launched County Green Team to implement Cool Counties initiatives
- Contributed to the completion of a needs assessment to address jail overcrowding and reentry needs of released inmates, and application for AB 900 grant funding for construction of a new jail and reentry facilities
- Restructured the 2003 Youth Services Center bonds to more traditional variable rate bonds
- Obtained the highest credit rating for a California county from Moody's (Aa1) and one of the highest ratings, along with Marin and San Diego counties, from Standard & Poor's (AA+)
- Updated the actuarial valuation of Other Post Employment Benefits (OPEB) liability for the County and worked with County Counsel, Controller and Human Resources to implement a Trust Agreement with CalPERS to prefund 90% of the County's OPEB liability
- Conducted a management review of the Human Services Agency's Financial Services Unit
- Partnered with the Controller's Office and completed a comprehensive review of all trust funds



- Launched the Countywide revenue database, which captures revenue source information and projection methodologies for all significant revenues at the operating department/program level
- Partnered with the Revenue Services Division and the Court to implement Penal Code 1463 cost recovery system to capture reimbursements from the State for the cost of collecting court-related fees, fines and forfeitures
- Received the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation award for the fourth consecutive year

### Story Behind Performance

County Management leads efforts to improve operational and financial performance in all County programs. This year, staff from the County Manager's Office made credit presentations to Moody's and Standard & Poors in April 2008. The County received ratings of Aa1 from Moody's and AA+ from Standard & Poor's. These credit ratings essentially make San Mateo County the highest rated California county. A five-year plan to eliminate the County's structural budget deficit was approved by the Board in December. Five-year plans for capital improvements and information technology projects are also being completed.

Current year efforts to improve operational performance include the management review of the Human Services Agency Financial Services Unit, the continuation of the STARS Awards Program with outstanding performance and customer service awards being given to Mental Health's Open Access East Palo Alto program and the Sheriff's Gang Intelligence Unit, and the continued development of a master client index (MCI) through a technology initiative called Applicable Client Records Search (ACRS), which will provide outcomes reporting for clients who are repeat or frequent users of County services in the health, human services and criminal justice systems.

County programs ended FY 2007-08 with 73% of Quality and Outcome measures meeting performance targets. 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 and finances.

County Management also contributes to the Shared Vision goals by effectively managing the County's budget. Of the 70 budget units monitored, three or 4.3% required additional General Fund support by year-end, which is an improvement from the prior year. The San Mateo Medical Center went over budget in the current year however, the shortfall was lessened because of multiple efforts initiated by management and employees, including the Balance Initiative. The Board Finance and Operations Committee has been reviewing different alternatives to bring the Fire Fund into balance, including a parking tax that was placed on the ballot in November 2008.

Budget and Performance provides training to County staff on Outcome-Based Management, budget development and monitoring, position control, contracts, and other financial and performance

management topics through the Fiscal Officer's Training Academy, Management Development and Mentoring Program, and monthly Fiscal Operating Committee meetings. Training was provided to 180 participants, with 100% indicating that the training sessions provided information that will improve the quality of their work.

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

- To eliminate the structural budget deficit by 2013 given continued decline in the local housing market and state and local economies
- To ensure prevention and early intervention strategies are built into both the redesign of the county's health system and the construction of the new jail, to reduce recidivism, improve health, and achieve self-sufficiency for patients and clients that frequently use County-run institutions like the jail and hospital

### Program Objectives

County Management will meet performance targets by doing the following:

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

- Continue State and Federal budget analyses and multi-year forecasting for early identification of major budget issues
- Continue monthly monitoring meetings with the Medical Center to ensure execution of budget balancing initiatives
- Address structural budget issues related to retirement (Ventura) and retiree health costs
- Develop Fee Policy to ensure ongoing fee updates where cost recovery is possible
- Implement funding alternative for County Fire to eliminate the subsidy from the General Fund

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

- Conduct third round of Management Reviews
- Increase use of performance benchmarking and improve performance methodology and process documentation
- Explore implementation of a biennial or triennial budget to free up staff time to conduct performance reviews, improve performance reporting, support departmental performance improvement efforts, conduct additional training and provide other value-added services to departments
- Continue to implement succession planning initiatives

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

- Incorporate department input and participation in developing learning objectives
- 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of budgets monitored	71	69	70	70	70
Number of performance measures monitored:					
- Quality and Outcome measures	534	556	572	572	572
- Workload and other measures	482	456	472	472	472
Training sessions:					
- Number of sessions offered	15	12	11	11	11
- Number of participants	261	230	180	200	200
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of budgets exceeding appropriations at fiscal year-end	5.6%	5.8%	4.3%	0%	0%
Percent of survey respondents rating training sessions good or better	100%	100%	100%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Amount and percent of General Fund Contingencies and Non-Departmental Reserves used during the fiscal year <sup>(1)</sup>	\$7.9 million / 4.9%	\$13.0 million / 8.1%	\$67.6 million / 36.3%	\$0 / 0%	\$0 / 0%
Number and percent Quality and Outcome measures meeting performance targets for ALL County Programs	395 / 74%	399 / 72%	419 / 73%	429 / 75%	429 / 75%
Percent of survey respondents who indicated training sessions provided information that will improve the quality of their work	100%	100%	100%	100%	100%

<sup>(1)</sup> Total FY 2007-08 General Fund Contingencies and Non-Departmental Reserves is \$186.2 million. The Board approved the use of Reserves for the following: CalPERS retiree health contribution in the amount of \$62,137,935; Escondido Drive/La Honda French Drain System in the amount of \$250,000; Executive Leadership Academy in the amount of \$45,000; Health System Redesign HMA in the amount of \$587,644; Expo Center Satellite Wagering in the amount of \$900,000; the Deputy Sheriff and Sergeants mid-year negotiated increases in the amount of \$1,993,343; the April 2008 special election in the amount of \$1,006,120; the Medium Security Facilitation Rehabilitation in the amount of \$537,020; the Board of Supervisors shortfall due to an employee cash out in the amount of \$18,498; the Coroner's Office shortfall due to the cost of a temporary Deputy Chief Coroner and ancillary costs; and the shortfall at the Medical Center in the amount of \$59,222.

## County Management (1210P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	17.0	17.0	17.0	17.0		17.0
Funded FTE	16.5	17.0	17.0	17.0		17.0
 Total Requirements	4,100,673	5,178,386	5,900,227	6,188,271	288,044	6,170,824
Total Sources	935,607	1,145,499	1,200,556	1,573,013	372,457	1,600,168
Net County Cost	3,165,066	4,032,887	4,699,671	4,615,258	(84,413)	4,570,656
 NCC Breakdown						
A-87 Cost Plan			225,557	336,886	111,329	336,886
Mandated Services			1,411,045	1,730,022	318,977	1,730,022
Non-Mandated Services			3,063,069	2,548,350	(514,719)	2,503,748

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,615,258 or 74.6%. 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; and miscellaneous increases in operating costs. The elimination of one-time contributions in Memberships and Contributions more than offsets increases. Increases in revenue are primarily due to reimbursements for administrative support services provided to other programs. A reduction in reimbursements through Intrafund Transfers reflects a reduction in support services provided to Real Property Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
46,353	(128,718)	36,673	0	(138,398)	0

#### 2. Memberships and Contributions

An additional contributions have been added for the Peninsula Policy Leadership Council and Cabrillo Unified School District. Membership dues have been increased for California State Association of Counties (CSAC) and San Mateo County Economic Development Association (SamCEDA).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	53,985	0	0	53,985	0

**3. Adjustments to Fund Balance**

Fund Balance that was generated as a result of positions held vacant in FY 2007-08 and other cost saving measures will be used for one-time projects and the remainder has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
326,104	239,189	(43,721)	130,636	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
372,457	164,456	(7,048)	130,636	(84,413)	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increase and negotiated labor increases. A reduction in the contribution to the Parks and Recreation Foundation partially offsets increases. Fund Balance has been increased in anticipation of savings generated in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
27,155	19,220	0	0	(7,935)	0

**5. One-time Projects**

One-time FY 2008-09 projects and contributions to the Peninsula Policy Leadership Council and Cabrillo Unified School District have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(36,667)	0	0	(36,667)	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
27,155	(17,447)	0	0	(44,602)	0

## County Memberships and Contributions

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

ORGANIZATION	Revised FY 2007-08	Adopted FY 2008-09	Change	Adopted FY 2009-10
Memberships and Cost Shares:				
Alliance for Innovation	0	7,500	7,500	7,500
Association of Bay Area Governments (ABAG)	64,931	64,931	0	64,931
California Administrative Officers Association (CAOA)	3,982	3,982	0	3,982
California State Association of Counties (CSAC)	92,729	95,047	2,318	95,047
City/County Association of Governments (C/CAG)	22,395	22,395	0	22,395
Housing Endowment and Regional Trust (HEART)	26,080	26,080	0	26,080
Joint Venture Silicon Valley Network	25,000	25,000	0	25,000
Local Agency Formation Commission (LAFCo)	102,610	96,222	(6,388)	96,222
National Association of Counties (NACO)	14,525	14,525	0	14,525
San Mateo County Economic Development Association (SamCEDA)	0	15,000	15,000	15,000
Urban County Caucus (UCC)	37,000	37,000	0	37,000
<b>Memberships Total</b>	<b>389,252</b>	<b>407,682</b>	<b>18,430</b>	<b>407,682</b>
Contributions:				
As Fresh As It Gets	21,000	0	(21,000)	0
Arts Providers (various)	55,000	55,000	0	55,000
Cabrillo Unified School District	0	20,000	20,000	0
FishNet 4C	5,000	5,000	0	5,000
Half Moon Bay/Coastside Chamber	5,000	5,000	0	5,000
Homework Centers - Cities	100,000	100,000	0	100,000
Homework Centers - County Office of Education	300,000	300,000	0	300,000
Marin Day Schools/Our Place-Scholarships for County Employees	120,000	115,000	(5,000)	115,000
Math and Science Project	50,000	50,000	0	50,000
National Organization to Insure a Sound-controlled Environment (N.O.I.S.E)	1,155	1,155	0	1,155
Panorama Youth Field	100,000	0	(100,000)	0
Peninsula Conflict Resolution Center (PCRC)	8,000	8,320	320	8,320

ORGANIZATION	Revised FY 2007-08	Adopted FY 2008-09	Change	Adopted FY 2009-10
Peninsula Policy Leadership Council	50,000	33,333	(16,667)	0
PenTV Joint Powers Authority	34,599	27,538	(7,061)	27,538
San Mateo County Library Joint Powers Authority	145,570	150,158	4,588	150,158
San Mateo County Parks and Recreation Foundation	132,000	100,000	(32,000)	75,000
Sustainable San Mateo County	9,000	9,000	0	9,000
<b>Contributions Total</b>	<b>1,136,324</b>	<b>979,504</b>	<b>(156,820)</b>	<b>901,171</b>
Disaster Preparedness Day	30,000	30,000	0	30,000
Fatherhood Collaborative	25,000	25,000	0	25,000
Middlefield Road Cultural Festival	12,000	15,000	3,000	15,000
Older Driver Traffic Safety Seminars	10,000	10,000	0	10,000
Pharmaceuticals Disposal Program	25,000	25,000	0	25,000
Seniors on the Move Conference	30,000	30,000	0	30,000
<b>Sponsorships Total</b>	<b>132,000</b>	<b>135,000</b>	<b>3,000</b>	<b>135,000</b>
<b>Total</b>	<b>1,657,576</b>	<b>1,522,186</b>	<b>(135,390)</b>	<b>1,443,853</b>

## Intergovernmental and Public Affairs (1214P)

### Program Locator

#### County

Administration and Fiscal

County Manager/Clerk of the Board

County Management

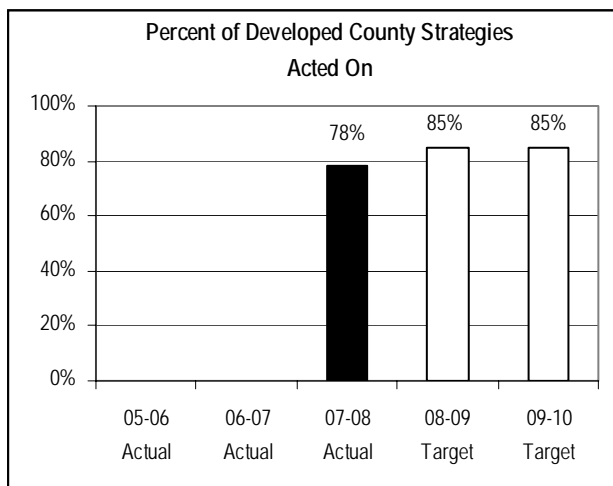
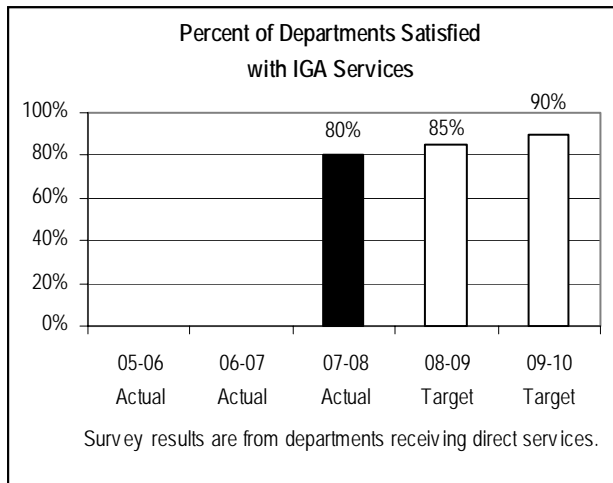


**Intergovernmental and Public Affairs**

Clerk of the Board

Shared Services

### Headline Measures



### Program Outcome Statement

The Intergovernmental and Public Affairs Department collaborates with residents and all levels of government to develop strategies that reflect the vision of the people of San Mateo County, to advance a legislative program that protects and promotes the County's interests and to ensure consistent and effective communication.

### Services and Accomplishments

The Intergovernmental and Public Affairs Program contributes to the goals of the Shared Vision 2010 commitments to be a Responsive, Effective and Collaborative Government by providing services in four primary areas: legislation, communications, strategic planning, and special projects. The Legislative Program engages departments and analyzes data, policy and funding opportunities to advance the County's interests with the state and federal government. The newly established Communications Program manages countywide communications and will implement recommendations made by the Internal and External County Communications Task Forces. The Strategic Planning Program collaborates with departments and engages the community to identify, develop and implement strategic approaches to issues affecting the entire county. In addition to these three programs, the unit undertakes special projects that meet the County's mission and advance the County's vision.

The following are major accomplishments in the current year:

- Filled the Administrative Assistant II position created from the 2006 County Reorganization Study

### Legislative Program

- Secured federal funding for four of five 2008 federal funding requests, including Preschool for All Funding, Emergency Department Workflow Redesign, Fitzgerald Marine Reserve Interpretive Center, and Emancipated Foster Youth Housing
- Worked for passage of SB 523 (Yee), which establishes a San Mateo County pilot project to improve child support collection and minimize arrearages
- Conducted an analysis of the potential impact of the Legislative Analyst's Office proposal to realign to counties state responsibility for lower-level parolees
- Organized a San Mateo County Legislative Forum on the 2008-2009 State Budget, which included the participation of the County's State legislative delegation
- Conducted a San Mateo County Legislative Forum on Alcohol Taxes to explore the cost of alcohol related problems and possible revenue source options
- Hosted a Senate Select Committee on Bay Area Sustainable Development and Economic Progress hearing chaired by Senator Leland Yee
- Hosted a California Department of Corrections and Rehabilitation Reentry workshop

### Strategic Planning and Special Projects

- Conducted the 2010/2025 *Shared Vision* process, prepared the "Issues Briefing Book," established the Shared Vision Community Steering Committee, and conducted ten community forums and an on-line survey, which together resulted in 1000 residents setting goals for the future of San Mateo County
- Assisted in planning and implementing the *Domestic Violence Conference: Improving Outreach in Our Diverse Communities*,

which brought together 300 people to develop strategies that increase the education and training of cultural awareness for health and law enforcement professionals

- Assisted in developing and conducting a public forum, *Creating and Preparing a Competitive Global Workforce*, with 200 participants, generating strategies to help ensure the County's future prosperity and improve the outcomes of San Mateo County youth
- Conducted the *Livable Communities for Successful Aging* forum to discuss the needs of an aging population and help to develop principles that could guide future planning and development in transit corridors in San Mateo County
- Streamlined the Board's standing committee process and clarified committee subject matter
- Developed a new Boards and Commissions Member Manual with a special section on youth involvement
- Assisted a multi-department effort to secure a housing for emancipating foster youth and assisted public outreach efforts to educate the community about the challenges faced by emancipating foster youth

#### Communications Program

- Led a multi-department Watershed Protection Outreach program to start a dialogue with the public about potential watershed protection strategies, with more than twelve public meetings
- Developed a County Profile for distribution at County facilities, at events and on the Web
- Produced the first County Annual Report Video
- Led effort to develop a County photo library of department heads, county facilities, parks and county landmarks to be used in outreach materials in print and on the Web
- Supported Board staffs and departments in media relations and public outreach, including developing content, writing and editing
- Collaborated with the Youth Commission to develop a video highlighting the 2007 Adolescent Report
- Initiated multi-department effort to evaluate, purchase and install interactive kiosks that display location of County facilities, present information about County services and provide department-specific information as requested
- Organized a Spring Session of the San Mateo County Citizens Academy, an eight-week course designed to engage and educate the public
- Organized an interdepartmental team that designed and built the gold medal winning State Fair exhibit, San Mateo County: The Green Leader
- Nominated the San Mateo County Youth Commission for National Association of Counties Acts of Caring Awards. The Commission won first place
- Initiated multi-departmental strategic planning process for improved Web presence
- Assisted in the establishment of a 24-7 online citizen relationship management system, *Access San Mateo*
- Helped lead E-Gov II implementation

#### Story Behind Performance

The Intergovernmental and Public Affairs Department was created in FY 2006-07 and is part of the County Manager's Office. The department currently includes a Deputy County Manager for Intergovernmental and Public Affairs, a Legislative Coordinator, a Public Communications Manager, and an Administrative Assistant II. The duties of the Department include legislation, internal and external communications, strategic planning and special projects. The department will focus on formalizing its administrative processes, continue to educate County departments about its activities and establish an on-going internship program.

In FY 2007-2008, the Legislative Program experienced significant challenges in securing the County's legislative interests. Of particular note are AB 239 and AB 1054, County-sponsored bills that did not pass through the legislative process. Co-sponsored with Contra Costa County, AB 239 (Mullin and De Saulnier) would have enabled the Board of Supervisors to impose a document recording fee as a permanent dedicated revenues source for affordable housing in San Mateo County. AB 239 faced significant opposition that County staff and advocates could not adequately address. AB 1054 (Mullin) would have required county coroners and medical examiners to inform next of kin about the medical examination process associated with determining the cause of death and to offer to return tissues and body parts. AB 1054 was held in the Assembly Appropriations Committee due to cost. Department staff also worked on key legislative priorities including the state budget, corrections reform and health care reform. Unlike the department's efforts in 2006, the department was successful in securing four of five federal funding requests this past fiscal year.

The Strategic Planning Program worked closely with the Board and departments to conduct a countywide community visioning process. An "Issues Briefing Book" was prepared to report on the progress of Shared Vision 2010 and frame the 2008 community engagement process. The Shared Vision 2010/2025 *Shared Vision* process included 10 community forums conducted in each supervisorial district, two in Spanish, a Youth Town Hall forum that drew nearly 100 middle and high school students, forums that specifically engaged community partners, as well as the Shared Vision Community Steering Committee. Additionally, an online survey drew approximately 600 respondents. The Strategic Planning and Special Projects program will continue to work with the Board, departments and the Shared Vision 2010/2025 Community Steering Committee to implement the new strategic plan in 2008-09.

The Communications Program worked closely with numerous departments throughout 2007-08 seeking to improve public outreach efforts and build relationships with media and members of the public. These efforts included writing, editing and distributing outreach materials to the public and media, acting as a liaison when appropriate between the media and specific County departments or officials, anticipating communication needs and ensuring clarity, accuracy and consistency of County communications. In the coming year the Communications Program will focus on building communication and outreach capacity throughout County



departments. A major challenge is to increase the County's communications capacity to reach all of the diverse communities at a time when the number of reporters and publications covering County issues has contracted. The Program is actively seeking new avenues of communication, such as an enhanced Web presence and developing outreach materials in multiple languages, to help foster a communitywide spirit of civic engagement. Also among these efforts: coordinating production of a video that will be available on DVD to publicize the work of the Youth Commission; developing television shows on local cable programs; and promoting the interests of San Mateo County at community forums, on the Web and in all levels of media. The Program worked closely during the 2007-08 fiscal year with numerous departments on such long-term issues as the need for a new women's jail and expanded jail facilities, foster care, the structural budget deficit and the County's environmental protection efforts, among others. The Program also helps to organize and coordinate the San Mateo County Citizens Academy.

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

- Educate new members of the California State Assembly and Senate about the issues and concerns of the County of San Mateo; each session brings about 25 new members to the Assembly and 13 new members to the State Senate. Assembly Member Gene Mullin will be termed-out of the Assembly at the end of the 2007-08 Legislative Session, resulting in the election of a new state Assembly representative for San Mateo County. In addition, Congresswoman Jackie Speier was recently elected to succeed the late Congressman Tom Lantos.
- Continue to protect County programs threatened by changes in the State Budget.
- Address the ongoing loss of "institutional memory" associated with the retirement of staff throughout County departments, which impairs the Department's ability to secure responses to legislative and communication issues.
- Satisfy the legislative recommendations of San Mateo County's health care redesign effort to maintain services while containing costs.
- Fulfill the Department's work plan while anticipating potential threats to County programs and services from legislation or other actions, responding to public or media inquiries during a major news event and developing solutions to changing priorities.
- Educate the public and members of the media about the County of San Mateo and publicizing the programs and services offered by the County; the County is among the most diverse in California.
- Build the County's civic engagement capacity through training and development of a civic engagement workbook
- Assist in implementing a culturally responsive Domestic Violence prevention and intervention strategic plan, including preparation of a multi-language anti-domestic violence informational brochure
- Establish a "P16" initiative to convene educators from pre school to college, along with business and other local agencies to streamline San Mateo County's educational system to better prepare San Mateo County youth to succeed at higher education and employment
- Refine recommended strategies from the Livable Communities for Successful Aging Forum and work collaboratively to begin implementation of those strategies
- Develop curriculum about County government services and programs for children

#### Strengthen the County's State and Federal Advocacy Programs

- Work closely with department staff in the development of the County's Legislative Program and in response to legislation of interest
- Establish stronger relations with the County's legislative delegation
- Continue working closely with the County's legislative delegation and advocacy partners (such as the National Association of Counties (NACO), California State Association of Counties (CSAC), Urban Counties Caucus (UCC), and City and County Association of Governments (C/CAG) in order to advance the County's legislative interests.

#### Enhance the County's Profile in the Community

- Develop a San Mateo County Web strategic plan
- Strengthen the County's presence on the Web and better inform the public of County activities by adding a temporary Web designer to update the County's Web presence
- Offer training sessions on how to write Board reports, how to develop and deliver an effective presentation to the Board of Supervisors, and how to write an effective and compelling news release
- Develop the County Profile as an annual publication
- Convene a multi-department committee to produce a Countywide style guide to ensure consistent and accurate communication and a Countywide communication policy
- Produce a video highlighting the work of the County's Youth Commission
- Expand communication between youth and adults with improved Web presence and other communication tools

#### **Program Objectives**

The Intergovernmental and Public Affairs Program will meet performance targets by doing the following:

#### Engage, Educate and Empower the Community

- Support the Board and the Shared Vision Community Steering Committee to implement the Shared Vision 2025 goals

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of state issues:					
- Identified	---	---	5	100	100
- Selected for further analysis	---	---	5	75	75
- Resulting in action	---	---	7	48	65
Number of federal issues:					
- Identified	---	---	1	25	25
- Selected for further analysis	---	---	1	20	20
- Resulting in action	---	7	10	10	15
Number of trainings conducted	4	4	5	7	7
Number of civic engagement activities	4	4	11	8	8
Daily average number of public affairs issues addressed <sup>(1)</sup>	---	---	3	3	3
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of legislation related actions taken - Board-sponsored	9	6	8	3	3
Number of legislation related actions taken - County actions (support/oppose/amend)	24	56	32	45	45
Percent of survey respondents who indicated good or better overall satisfaction with trainings	---	---	83%	90%	90%
Number of strategies developed	---	---	23	10	10
Number and percent of developed strategies that were acted on	---	---	78% (18 of 23)	85% (11 of 13)	85% (11 of 13)
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of submitted federal funding requests completed with a favorable outcome	--- / ---	2 of 5 / 40%	3 of 4 / 80%	3 of 5 / 60%	3 of 5 / 60%
Percent of departments directly using IGA services that say they benefited from services provided	---	---	80%	85%	90%
Percent of survey respondents who indicated training sessions will improve the quality of their work	---	---	75%	75%	75%
Percent of Citizens Academy survey respondents who indicated increased interest or involvement in the community	---	---	100%	75%	75%

(1) Public affairs issues are defined as contacts with the media, County officials, and members of the public regarding communications and news issues.

## Intergovernmental and Public Affairs (1214P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
 Total Requirements	712,431	1,070,335	1,513,476	1,421,656	(91,820)	1,437,045
Total Sources	174,151	300,789	239,096	608,776	369,680	608,776
Net County Cost	538,280	769,546	1,274,380	812,880	(461,500)	828,269
 NCC Breakdown						
A-87 Cost Plan			59,792	98,904	39,112	98,904
Mandated Services			351,000		(351,000)	
Non-Mandated Services			863,588	713,976	(149,612)	729,365

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$812,880 or 57.2%. Of this amount, 100% is discretionary. This discretionary amount includes Mandated Services with no specified maintenance-of-effort (MOE) requirements as well as Non-Mandated services.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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. The FY 2007-08 budget included one-time appropriation for implementation of recommendations made by the Internal and External County Communications Task Force. Unused appropriation has been reappropriated in FY 2008-09 and is fully offset with Fund Balance. Other increases include service charges for automation, telephones, and rental charges. The reimbursement from the Human Services Agency that partially funds a Program Manager position has been increased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
369,680	(30,882)	(11,492)	(49,446)	(461,500)	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	15,389	0	0	15,389	0

## Clerk of the Board (1215P)

### Program Locator

#### County

Administration and Fiscal

County Manager/Clerk of the Board

County Management

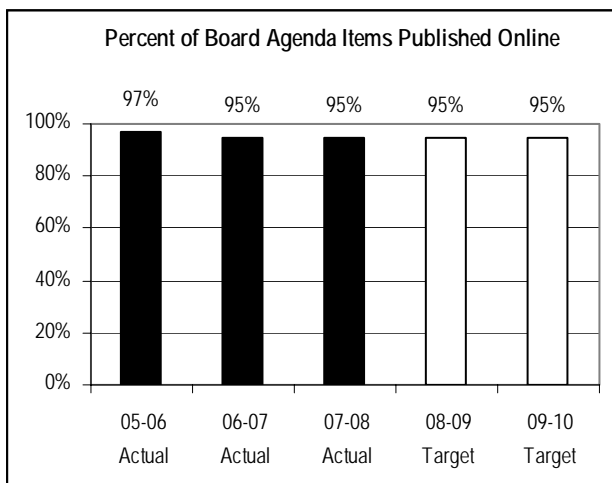
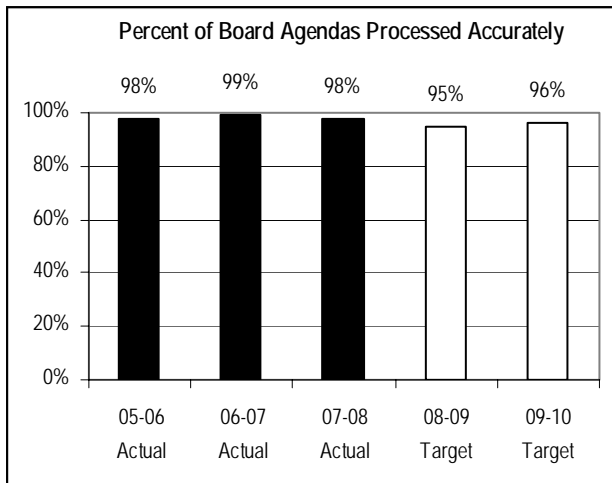
Intergovernmental and Public Affairs



**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 records. Support staff for the Boards and Commissions handle recruitments to fill existing vacancies, maintains historical records, distributes letters of appointment, administers Oaths of Office, and maintains the official rosters.

The following are major accomplishments in the current year:

- Supported Board standing committees
- Completed Board chambers audio-video camera upgrade
- Explored new agenda processing system
- Supported complex Assessment Appeals filings

### Story Behind Performance

The Clerk of the Board has successfully prepared and published 98% of Board agendas accurately during the current year. By the end of the current fiscal year, 1,100 Board agenda items will be processed. Of these items, 98% 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 challenges over the next two years will be:**

- To implement the new Board Committee structure
- To manage complex Assessment Appeals filings
- To explore additional electronic document management opportunities

**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 implement the new Board Committee structure and 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 a database and program that will offer the 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of Board agendas prepared	30	30	30	30	30
Number of Board agenda items processed	1,050	992	1,100	1,100	1,100
Number of research requests	119	126	105	96	96
Number of Boards and Commissions recruitments	25	29	20	20	20
Number of new Assessment Appeals filings	924	1,213	1,016	1,200	1,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of Board agendas completed accurately	98%	99%	98%	95%	96%
Average number of days between Board meeting and approval of minutes	69	53	31	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 / Effect)</b>					
Percent of customers satisfied with record research requests processed	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	97%	95%	95%	94%	95%

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

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0
 Total Requirements	433,130	412,836	469,365	523,831	54,466	528,744
Total Sources	36,956	31,185	38,250	85,946	47,696	85,946
Net County Cost	396,174	381,650	431,115	437,885	6,770	442,798
 NCC Breakdown						
A-87 Cost Plan			35,875	59,451	23,576	59,451
Mandated Services			395,240	378,434	(16,806)	383,347

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$437,885 or 83.6%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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. Fund Balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
47,696	6,770	0	47,696	6,770	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	4,913	0	0	4,913	0

## Shared Services (1250P)

### Program Locator

#### County

Administration and Fiscal

County Manager/Clerk of the Board

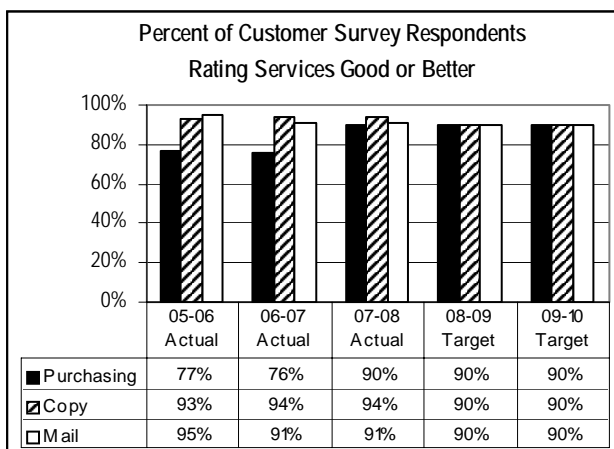
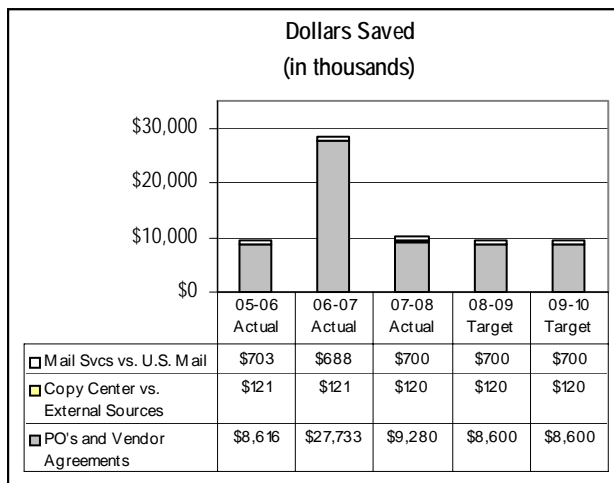
County Management

Intergovernmental and Public Affairs

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, administering surplus program, 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:

- Participated and supported the County's effort to expand recycling and reuse of County surplus property
- Played an active role in the County's efforts to increase the use and purchase of "green" products and services
- Assisted the Controller's Office IFAS 7i (accounting system) upgrade effort by testing the Purchasing module and conducting review of training materials
- Facilitated training sessions on the use of IFAS 7i to assist with departmental purchasing needs
- Reinstated introductory classes of Professional Purchasing Practices to train customers on the County purchasing process.
- Assisted the Training Division in the update of vendor agreements for use by San Mateo County non-profit organizations
- Created new vendor agreements for dairy and food purchases by the Health Department, Medical Center, and Human Services Agency in an effort to maximize cost savings
- Provided support to Public Safety Communications by procuring equipment for the upgrade of the 9-1-1 telephone system

### Story Behind Performance

The Shared Services program processes nearly \$50 million in purchasing requests, makes over five million copies and sorts, distributes and delivers over four million pieces of mail. Program staff make every effort to save County resources by providing cost-effective purchasing, surplus, mail and copy services. During FY 2007-08 it is anticipated that departments will save \$10 million through the use of vendor agreements, purchase orders, internal mailing system versus U.S. Post Office and Copy Center services versus external print shops. In addition, cost savings are generated through the reuse of surplus property by County departments and revenue is generated from the sale of surplus property, including vehicles. The County also offers a donation program for non-profits organizations and public schools. It is anticipated that in FY 2008-09, there will be continued savings.



The annual customer surveys for Mail Services, Copy Services and Purchasing will be conducted in the spring of 2008. It is anticipated that customer ratings will be high and comparable to the prior year. Although Purchasing ratings are anticipated to be higher than the prior year. Shared Services staff have made efforts to improve services by offering purchasing training courses, meeting with departments on a regular basis to meet their purchasing needs and holding regular staff meetings to meet and improve service levels.

**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

- Assist County departments in finding environmentally friendly products, which can be used in food services, County promotions, and building maintenance.
- Revise and update the Customer Guides for Copy and Mail Services.
- Continue to provide classroom purchasing training for department purchasing and fiscal representatives
- Continue to partner with the Controller's Office to provide training in the use of the IFAS purchasing module

Save Approximately \$9.4 Million Dollars

- Review status of Copy Services equipment and contracts to ensure cost effective means of providing a high broad and high level of service
- Review County use of outside print vendors in an effort to direct greater volume of reproduction to the Copy Services Center
- Establish ways of increasing use of pre-sorted mail in effort to further reduce high cost of first class mail
- Continue the effort to increase the use of online purchasing of office products, which will increase the total cost saving for the County

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Total dollar value of Purchasing requests <sup>(1)</sup>	\$46,330,806	\$73,254,267	\$49,894,051	\$46,500,000	\$46,500,000
Total number of copy impressions completed annually	6,069,881	6,053,557	5,832,040	5,500,000	5,500,000
Total pieces U.S. and Pony mail processed <sup>(2)</sup>	5,563,148	4,712,983	4,500,000	4,500,000	4,500,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating services good or better:					
- Purchasing <sup>(3)</sup>	77%	76%	90%	90%	90%
- Copy	93%	94%	94%	90%	90%
- Mail	95%	91%	91%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Total dollars/percent saved through the use of purchase orders and vendor agreements	\$8,616,930 / 19%	\$27,732,567 / 19%	\$9,280,293 / 19%	\$8,600,000 / 18.6%	\$8,600,000 / 18.6%
Total dollars/percent saved using the Copy Center versus external sources	\$121,398 / 36%	\$121,071 / 36%	\$120,000 / 36%	\$120,000 / 36%	\$120,000 / 36%
Total dollars/percent saved using Mail Services versus U.S. Mail	\$703,459 / 33%	\$687,818 / 33%	\$700,000 / 40%	\$700,000 / 36%	\$700,000 / 36%

<sup>(1)</sup> Higher purchases in FY 2006-07 are primarily due to Youth Services Center, Homeland Security and software support expenditures.

<sup>(2)</sup> E-mail is used more each year in place of both U.S. and Pony Mail.

<sup>(3)</sup> The Program is working to increase the number of responses (since only 26 responses were received in FY 2005-06).

## Shared Services (1250P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
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	1,347,612	1,548,316	1,480,350	1,567,945	87,595	1,589,517
Total Sources	211,873	256,083	219,299	241,721	22,422	241,721
Net County Cost	1,135,739	1,292,233	1,261,051	1,326,224	65,173	1,347,796
 NCC Breakdown						
A-87 Cost Plan			314,184	333,176	18,992	333,176
Mandated Services			145,029	154,471	9,442	160,581
Non-Mandated Services			801,838	838,577	36,739	854,039

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,326,224 or 84.6%, of which \$1,171,753 or 88.4% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include: Cost of purchasing goods and services for County departments and outside agencies with no reimbursement for cost; distribution and processing of internal and U.S. Mail for County departments and copy services to County departments.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; increased extra help costs to reflect prior year actuals; increases in automation, facility rental/lease, and vehicle replacement charges have been offset by decreases in operating expenditures including Copy Center equipment rental and paper and supplies for reissue, and by the elimination of a fixed asset purchase budgeted in FY 2007-08. Decreased reimbursement (Intrafund Transfers) to the Copy Center is partially offset by the addition of Mail Services Vehicle Replacement Charges as pass-through costs in FY 2008-09. Revenue adjustments include increased commissions and vendor agreement rebates partially offset by net decreased interfund revenue/other charges for services in the Copy Center. Reserves have been reduced to reflect lower Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
22,422	97,114	1,605	(11,124)	65,173	0

### FY 2009-10 Program Funding Adjustments

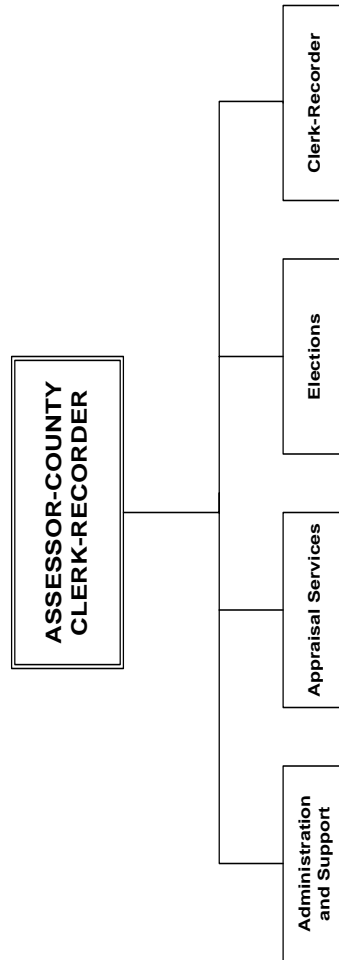
The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: annualized negotiated labor increases; inclusion of merit increases; increased internal services charge costs; and increased Intrafund Transfers from the addition of Mail Services Motor Vehicle Mileage Charges as pass-through cost in FY 2009-10.

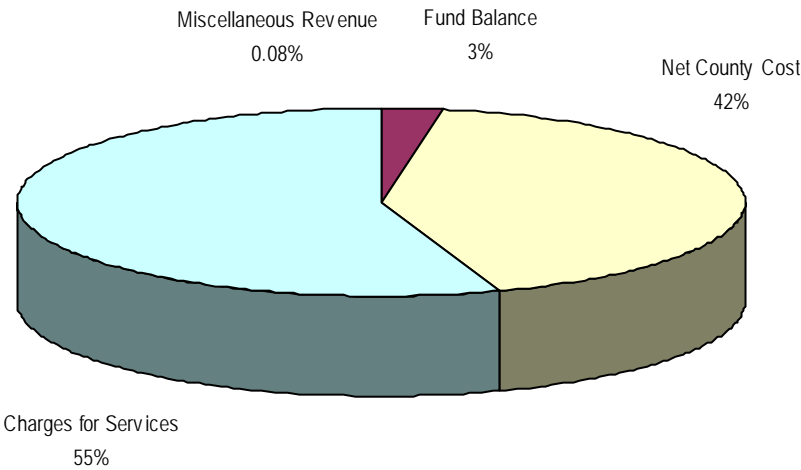
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	48,499	(26,927)	0	21,572	0

**ASSESSOR- COUNTY CLERK-RECORDER**

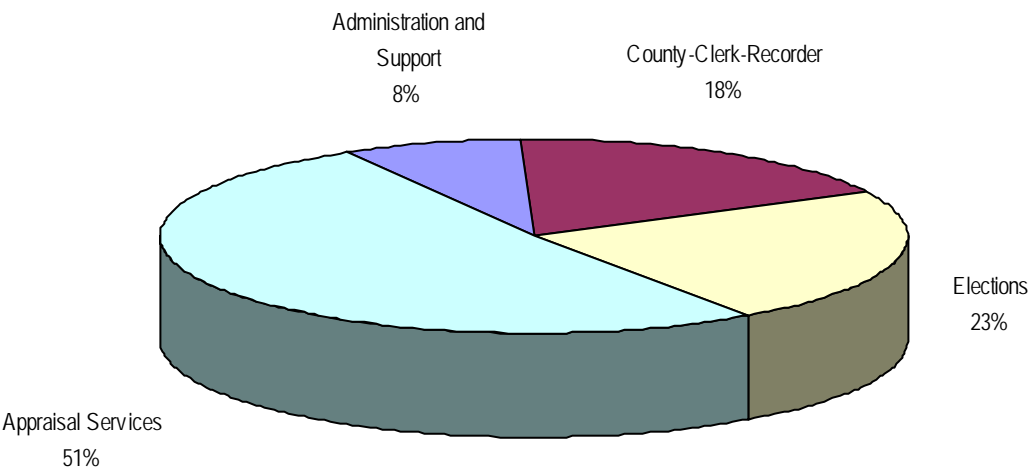


Assessor - County Clerk - Recorder

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements

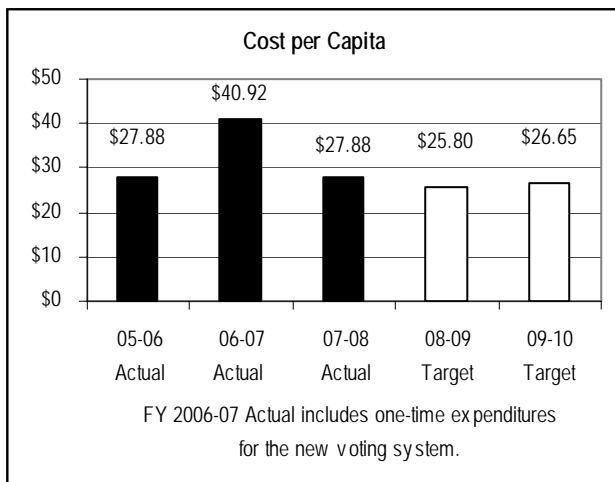
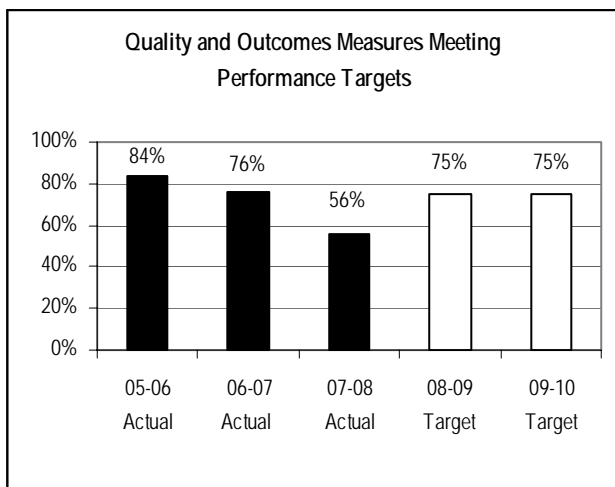


## Department Locator

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

## Department Measures



## Department Mission Statement

The mission of the Assessor-County Clerk-Recorder (CARE) 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 2000-2007)

### PEOPLE

#### Realize the Potential of Our Diverse Population

##### • Student Worker Program

Continued to improve the Student Poll Worker Program by expanding program to include students from nearly every high school in San Mateo. A total of 350 students served as full pledge election officers in November 2007 and 25 schools participated. The community partnership with the schools provides civic engagement opportunities for students, fosters an appreciation for voting among young people who are one of the least engaged voter groups and creates a more diverse poll worker population.

##### • Poll Worker Training Courses

Provided poll workers with a hands-on, interactive, and comprehensive training related to new security and chain of custody of the voting system so as to provide the electorate with confidence of their vote on Election Day.

##### • Language Accessible Election Materials

The Elections Office provides all election materials in print, video and online in English, Spanish and Chinese to better serve the citizens of San Mateo County and comply with the Federal Voting Rights Act.

##### • Universal Voting Centers and Help America Vote Act (HAVA)-compliant Voting Equipment

The voting system has been replaced with HAVA-compliant eSlates, which makes it possible for all people, regardless of disability, to cast a secret and independent ballot at the polls and at two Universal Voting Centers opened 29 days before each election.

### PROSPERITY

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

##### • Property Tax Roll Increase

Produced a FY 2007-08 property tax roll that recorded an 7.73% 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. In conjunction with SAMFOG, developed and presented a "Property Tax Seminar" for local county, city, school district and special district staff.

- **Public Records at Tower Road**

Realize significant cost savings and increase the efficiency of the Records Center by privatizing the storage and service of the Records Center.

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

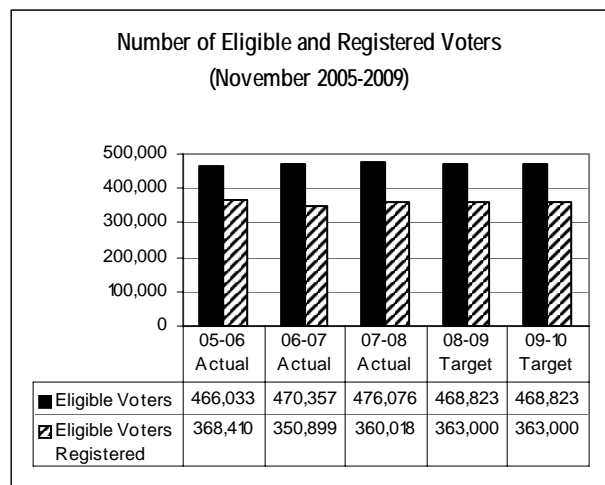
Worked extensively with the Commission on Disabilities and the Center for Independence of the Disabled to evaluate and improve the accessibility of the polling places and new Help America Vote Act (HAVA) compliant voting technology introduced in 2006. Similarly, the Department continues to build on the 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.

- **Expanded eGovernment Initiatives**

Continue to provide electronic services to constituents by providing marriage license and fictitious business name statement applications online which resulted in improved access to services; offered the e-Filing of Business Property Statements for both large and small businesses in San Mateo County; made every departmental form available online; created online lookup feature for absentee voters to confirm receipt delivery of the voted ballot; this service will become mandatory for all California counties in 2008 as then Senator Bowen based legislation on the San Mateo County model.

- **Improved Property Assessment Services**

Maintained time line of 19 days lag between Residential Sale and Notice; resulting in more timely receipt of property tax revenues.



### 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. The 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:

- Assuring all polling places are ADA compliant to the requirements of the Help America Vote Act (HAVA). Federal



and state mandates require each polling facility to maintain certain criterion for accessibility for all voters to participate on election day without undue obstruction

**Alignment to Shared Vision:**

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

**Goal:**

- Facilitate the participation of disabled voters in the democratic process

**Objectives:**

- Continue to improve disabled voter access to polling places and elections

**Major Milestones:**

- Develop strategic plan for review of existing polling places (December 2008)
- Identify partners to assist with review and to propose solutions (December 2008)
- Perform field survey (January 2009 to February 2009)
- Review field survey results and propose solutions (March 2009)
- Implement solutions to bring all polling facilities into HAVA compliance (April 2009 until completion)

**Partners:**

- Board of Supervisors
- County Commission on Disabilities
- Center for the Independence of the Disabled

## 2. Upgrade Property Assessment System

**Major Issue 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

**Goal:**

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

**Objective:**

- By December 2008, replace paper processes with electronic process

**Major Milestones:**

- Obtain Board of Supervisors approval (February 2006)
- Ensure vendor delivery of systems (July 2008)
- Conduct rigorous system testing and acceptance (August 2008)

- Provide effective staff training (September 2008)
- Manage efficient system implementation (November 2008)

**Partners:**

- Board of Supervisors
- Controller's Office
- Tax Collector's Office

**FY 2008-09 Budget Impact:**

Funding in the amount of \$161,200 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

### Appraisal Services

- Property tax projection program

### Clerk-Recorder

- Facilitate electronic recording statewide

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

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	9,156,756	348,678		122,000	122,000	122,000
Charges for Services	11,977,401	11,486,625	11,323,261	10,472,547	(850,714)	9,832,681
Miscellaneous Revenue	19,030	11,025	15,500	15,500		15,500
<b>Total Revenue</b>	<b>21,153,187</b>	<b>11,846,327</b>	<b>11,338,761</b>	<b>10,610,047</b>	<b>(728,714)</b>	<b>9,970,181</b>
Fund Balance	2,347,264	544,410	544,410	536,789	(7,621)	1,658,333
<b>TOTAL SOURCES</b>	<b>23,500,451</b>	<b>12,390,737</b>	<b>11,883,171</b>	<b>11,146,836</b>	<b>(736,335)</b>	<b>11,628,514</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	13,283,079	14,847,145	14,587,357	13,793,313	(794,044)	14,403,276
Services and Supplies	4,178,052	6,997,680	5,659,852	3,311,769	(2,348,083)	4,568,477
Other Charges	1,876,498	1,962,858	1,972,361	1,947,937	(24,424)	1,957,021
Fixed Assets	9,534,558		(432,078)	20,000	452,078	
<b>Gross Appropriations</b>	<b>28,872,187</b>	<b>23,807,683</b>	<b>21,787,492</b>	<b>19,073,019</b>	<b>(2,714,473)</b>	<b>20,928,774</b>
Intrafund Transfers		(3,476,110)	(2,469,990)		2,469,990	(1,188,099)
<b>Net Appropriations</b>	<b>28,872,187</b>	<b>20,331,573</b>	<b>19,317,502</b>	<b>19,073,019</b>	<b>(244,483)</b>	<b>19,740,675</b>
<b>TOTAL REQUIREMENTS</b>	<b>28,872,187</b>	<b>20,331,573</b>	<b>19,317,502</b>	<b>19,073,019</b>	<b>(244,483)</b>	<b>19,740,675</b>
<b>NET COUNTY COST</b>	<b>5,371,736</b>	<b>7,940,836</b>	<b>7,434,331</b>	<b>7,926,183</b>	<b>491,852</b>	<b>8,112,161</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	123.0	124.0	124.0	119.0	(5.0)	119.0
Funded FTE	123.0	123.7	123.7	118.9	(4.8)	118.9

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$736,335 or 6.2% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Intergovernmental Revenue

There is an increase of \$122,000 in this funding source due to an extended grant from the Help America Vote Act (HAVA) funding for voting system license and support fees.

#### Charges for Services

There is a net decrease of \$850,714 in this funding source. Decreases include \$291,192 in election revenue to reflect a decrease in the number of major elections during FY2008-09, a decrease of \$300,000 in document recording fee revenue due to a slow down in the real estate market, a decrease of \$216,475 in funding from various trust funds in order to cover operational expenditures, a decrease of \$161,047 due to the elimination of two vacant positions within the records center. These decreases have been partially offset due to revenue from the social security truncation program of \$118,000.

#### Fund Balance

There is a decrease of \$7,621 in this funding source. Fund balance has been adjusted to reflect the use of FY 2007-08 Fund Balance for operational expenditures.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$244,483 or 1.2% from the FY2007-08 Revised to the FY2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$794,044 in this expenditure category. Decreases include reductions in Extra Help and Overtime in the Elections Division in the amount of \$621,250 due to conducting one major election in FY 2008-09 versus three major elections during FY 2007-08; the elimination of one vacant Deputy Assessor-Clerk-Recorder position in the amount of \$173,829, the elimination of one vacant Deputy Director for Automation Services position in the amount of \$129,329, the elimination of one vacant Senior Appraiser position in the amount of \$107,493, the elimination of one vacant Graphics Specialist position in the amount of \$85,409, the elimination of one vacant Records Center Supervisor position in the amount of \$80,725, and the elimination of one vacant Records Center Assistant in the amount of \$80,322. These decreases have been partially offset due to negotiated labor increases, merit increases, and benefit adjustments totaling \$418,996 and the addition of two Information Technology Technicians positions in the amount of \$193,910.

#### Services and Supplies

There is a net decrease of \$2,348,083 in this expenditure category. Decreases are primarily due to a reduction of \$1,744,250 in election expenditures as a result of conducting one major election in FY 2008-09 versus three major elections during FY 2007-08, the return of one-time funding of Help America Vote Act (HAVA) in the amount of \$648,649, the return of money to the Board of Education in the amount of \$434,184, license and support cost for the new voting system in the amount of \$122,000, and the annual cost for an Information Technology consultant in the amount of \$239,000. These decreases have been partially offset due to revenue from the social security truncation program of \$118,000.

#### Other Charges

There is a net decrease of \$24,424 in this expenditure category primarily due to a decrease in ISD charges in the amount of \$98,384. This decrease is partially offset due to increases in various service charges such as County facility rental in the amount of \$63,611, auto liability insurance in the amount of \$8,810, and Motor Pool charges in the amount of \$1,539.

#### Fixed Assets

There is an increase of \$20,000 in this expenditure category due to the purchase of a large scanner for the Appraisal Services division.

#### Intrafund Transfers

There is a decrease of \$2,469,990 in this expenditure category due to the elimination of one-time funding for two major elections, the February 5, 2008 Presidential Primary Election and the June 3, 2008 State Primary Election, during the FY 2007-08.

#### Contingencies and Departmental Reserves

There is no change in this expenditure category. The department has no Reserves appropriated for FY 2008-09 and is under the 2% Reserves policy by \$381,460.

**NET COUNTY COST**

There is an increase of \$491,852 in this Department/Agency's General Fund allocation. Budget adjustments have been made to reflect decreases in recording fees due to the slow down in real estate market activity; decrease in election services revenue due to fewer elections in FY 2008-09; decrease in Fund Balance; and reduction in use of trust fund money for operational expenditures. Increases have been partially offset with the elimination of one vacant Deputy Director for Automation Services that was funded from the Recorder's Automation trust fund, the elimination of one vacant Deputy Assessor-Clerk-Recorder, the elimination of one vacant Senior Appraiser, the elimination of one vacant Graphics Specialist, the elimination of one vacant Records Center Supervisor, and the elimination of one vacant Records Assistant.

**FY 2009-10 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$481,678 or 4.3% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Charges for Services

There is a net decrease of \$639,866 in this funding source primarily due to the use of Trust Fund money for various operational expenditures. These decreases are partially offset due to an increase in election services revenue for an increased number of elections in FY 2009-10.

Fund Balance

There is an increase of \$1,121,544 in this funding source due to estimated salary and benefits savings from vacant positions as a result of anticipated retirements in FY 2009-10.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$667,656 or 3.5% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$609,963 in this expenditure category due to negotiated labor increases and benefit adjustments totaling \$309,963 and an increase of \$300,000 for extra help and overtime in Elections due to two major elections in FY 2009-10 instead of one major election in FY 2008-09.

Services and Supplies

There is an increase of \$1,256,708 in this expenditure category primarily due to an increase in Elections appropriations for conducting two major elections in FY 2009-10 versus one major election in FY 2008-09.

Other Charges

There is an increase of \$9,084 in this expenditure category primarily due to an increase in Information Services Division (ISD) charges for the maintenance of the AS/400.

Intrafund Transfers

There is an increase of \$1,188,099 in this expenditure category due to the addition of one time funding to conduct two major elections in FY 2009-10, the November 3, 2009 Unified District Election (UDEL) and the June 8, 2010 Gubernatorial Primary Election.

Contingencies and Departmental Reserves

There is no change in this expenditure category. The department has no Reserves appropriated for FY 2009-10 and is under the 2% Reserves policy by \$394,813.

**NET COUNTY COST**

There is an increase of \$185,978 in this Department's General Fund allocation. This increase is primarily due to an increase in ISD charges for AS/400 maintenance costs.

## Appraisal Services (1310P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder



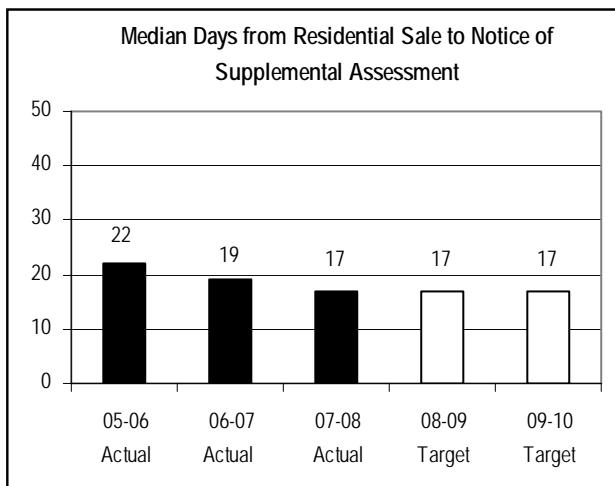
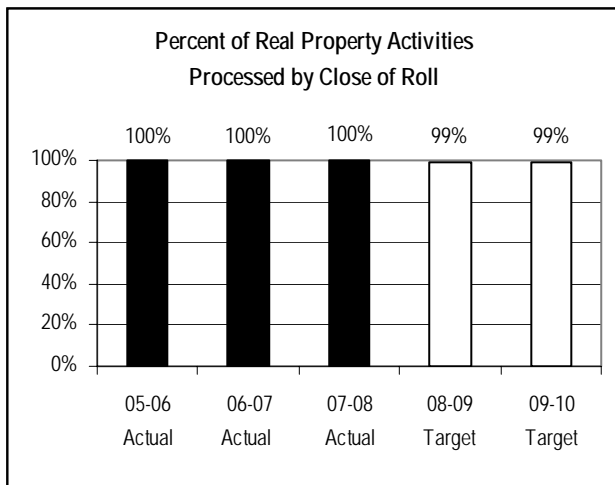
#### Appraisal Services

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 2008-09 assessment roll, which included over 237,000 properties, valued at over \$142 billion and resulted in a \$10.7 billion, or 8.17% increase over the FY 2007-08 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 over 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 11,500 business property statements, and in compliance with the Revenue and Taxation Code, audited approximately 300 business accounts
- Continued to meet with the Controller and Tax Collector on a regular basis to refine the tax process
- Continued to provide the City and County Finance Officers with assessment roll information and estimates

### Story Behind Performance

The percent of appraisal activities completed by the close of the assessment roll has improved from 91.9% for the FY 2000-01 to 99.8% - 100% for the FY 2002-03 through FY 2007-08. Achieving this goal of completing all appraisal activities by the close to the roll will result in timely assessment notices, as well as eliminating the necessity of roll corrections that would otherwise be required. Priority is to train new staff replacing the anticipated retirements of highly experienced senior staff. The median days from residential sale to notice of supplemental assessment has decreased from 76 days in FY 2001-02 to 17 days in FY 2007-08. 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. Reduced the notification/enrollment time line by 14% for FY 2006-07, further reduce that time line by 10% in FY 2007-08 and further reduce time line by five percent in FY 2008-09. 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, with large number of anticipated retirements of senior staff
- To manage workload with limited resources and budgetary limitations

**Program Objectives**

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

Achieve Completion of Real Property Activities by Close of the Roll

- Expand appraised tools and databases
- Prepare for staffing changes as a result of anticipated retirements
- Training of new staff replacing retiring staff

Achieve a 6% Reduction in Median Days From Residential Sale to Notice of Supplemental Assessment to 16 Days for FY 2008-09

- Mail supplemental notices within targeted time frames
- Decrease the average processing time for all Change in Ownership (CIO) transactions
- Expand appraisal tools and databases

Achieve Target of 1.5% for 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

- Redistribute the mandatory audit workload between the auditor staff so that the less complex audits can be completed in a more timely fashion
- Increase the number of correspondence audits, thereby saving travel time

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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of real property assessments processed	218,377	218,785	219,316	219,000	219,200
Number of supplemental assessments processed	19,931	18,672	14,963	18,000	18,000
Number of mandatory audits completed	258	306	311	325	300
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of real property activities processed by close of roll	100%	100%	100%	99%	99%
Median days from residential sale to notice of supplemental assessment	22	19	17	17	17
Percent of mandatory audits completed by the close of the roll	88%	100%	93%	90%	95%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percentage point difference between March estimate and total actual roll value	1.3%	1.4%	1.3%	1.5%	1.5%
Percent of taxing agencies rating services as good or better	100%	100%	100%	90%	90%
Percent of audits with waivers beyond the four year statute	7%	14%	4%	10%	5%

### Appraisal Services (1310P)

#### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	76.0	76.0	76.0	75.0	(1.0)	75.0
Funded FTE	76.0	76.0	76.0	74.9	(1.1)	74.9
 Total Requirements	9,278,945	9,382,010	9,783,142	9,798,438	15,296	9,977,069
Total Sources	5,137,827	4,482,995	4,532,213	4,959,589	427,376	5,179,576
Net County Cost	4,141,118	4,899,015	5,250,929	4,838,849	(412,080)	4,797,493
 NCC Breakdown						
Mandated Services			5,250,929	4,838,849	(412,080)	4,797,493

## Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,838,849 or 49%, of which 100% is mandated.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases and benefits; and increases to various services charges. Staffing adjustments have been made to meet performance targets by eliminating one vacant Deputy Assessor-Clerk-Recorder, one vacant Senior Appraiser, and one vacant Information Technology Analyst. These reductions are partially offset by the addition of two new Information Technology Technician positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
346,463	(65,617)	0	0	(412,080)	(1)

### 2. Adjustments to Fund Balance

Fund Balance will be used to cover an increase in ISD automation charges and the purchase of a scanner for the Appraisal Services Division.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
80,913	80,913	0	0	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
427,376	15,296	0	0	(412,080)	(1)

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 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 benefits; and an increase in Fund Balance primarily due to salary savings from retirements in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
300,900	259,544	0	0	(41,356)	0

### 4. Elimination of One-time Increases and Purchases

One-time costs for an increase in ISD automation charges and the purchase of a scanner for the Appraisal Services Division in FY 2008-09 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(80,913)	(80,913)	0	0	0	0



## TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
219,987	178,631	0	0	(41,356)	0

## Administration and Support (1320P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder

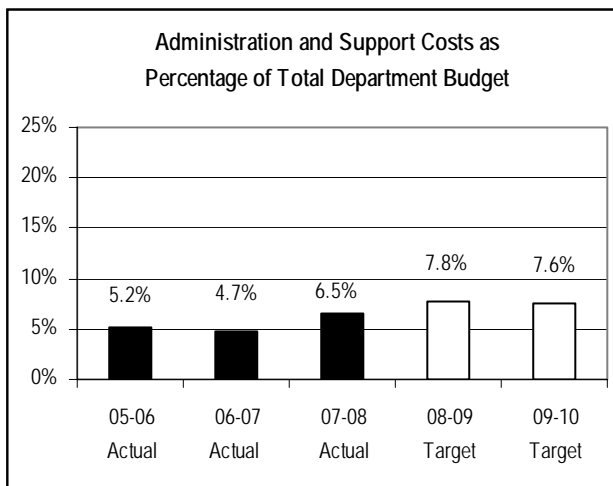
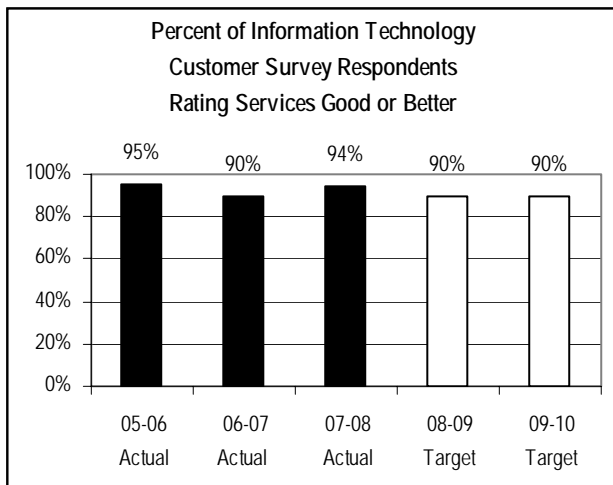
Appraisal Services

▷ **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; citizens can register to vote, request a permanent absentee ballot status or sign up to become a poll worker online; and business owners may file their property statements electronically
- 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 Recorders 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 6.5% 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 2007-08 customer ratings reflected a 94% 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 6.5%

- Continue to provide division managers monthly financial reports
- Conduct a Department wide 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of payables processed	6,255	4,206	6,671	4,500	7,000
Number of information technology service requests (high priority)	338	674	388	500	500
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of payables paid on time	87%	89%	88%	90%	90%
Percent of business application availability	100%	100%	99%	96%	96%
Average hours from information service request to resolution (high priority)	8	11	8	8	8
Percent of information technology customer survey respondents rating services good or better	95%	90%	94%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Administration and Support costs as percentage of total departmental budget	5.2%	4.7%	6.5%	7.8%	7.6%
Amount of property transfer tax collected for taxing agencies	\$14,354,701	\$13,300,257	\$9,987,947	\$10,500,000	\$10,500,000

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

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	12.0	12.0	12.0	10.0	(2.0)	10.0
Funded FTE	12.0	11.7	11.7	10.0	(1.7)	10.0
 Total Requirements	1,390,512	1,424,905	1,544,402	1,478,471	(65,931)	1,508,378
Total Sources	598,971	557,754	557,754	428,425	(129,329)	320,992
Net County Cost	791,541	867,151	986,648	1,050,046	63,398	1,187,386
 NCC Breakdown						
Mandated Services			986,648	1,050,046	63,398	1,187,386

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,050,046 or 71%, of which 100% is mandated.

### FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; merit increases; and benefits adjustments. Increases have been partially offset with the elimination of one vacant Deputy Director for Automation Services that is funded by the Recorder's Automation trust fund and the elimination of one vacant Graphics Specialist.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(129,329)	(65,931)	0	0	63,398	(2)

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; merit increases; and benefits adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(107,433)	29,907	0	0	137,340	0

## Elections (1330P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder

Appraisal Services

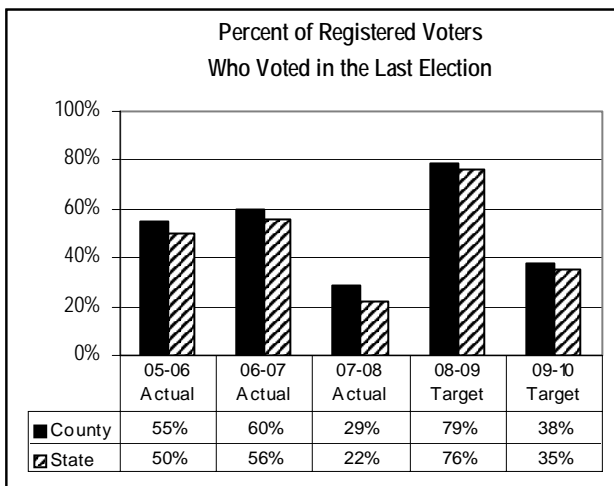
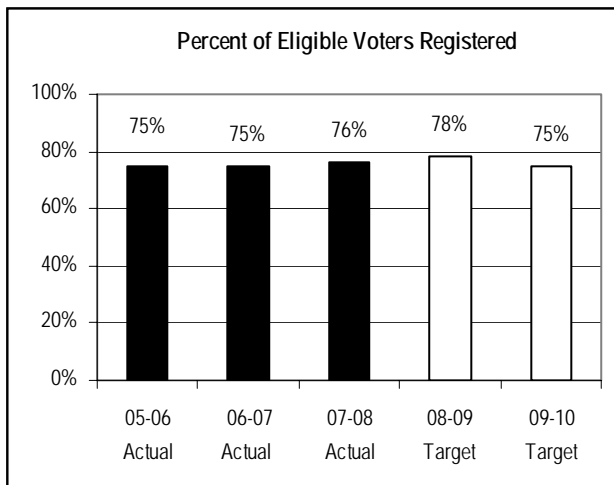
Administration and Support



**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 and initiative 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 (75.3% vs. 68.5%).
- Expanded and improved the Student Poll Worker program by introducing the program to all schools in San Mateo County that were interested in participating. A total of 350 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.
- 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. The tracking system is now required by law in 2008 for all counties in the state.
- Implemented a first in the state contest tracking program (Race Tracker) allowing the public to track election results by contest, by precinct, mapped to Google Maps, and to view a pie chart of individual results via the Internet. Each visitor can customize contests of interest for viewing with those contests locked (history) for future viewing. This application enhances how election results are accessed and viewed uniquely by anyone.
- Purchased a mail ballot high speed processing machine from Pitney Bowes to meet the increasing number of voters choosing to vote by mail; generally 50% of all votes cast in an election. Cost savings from reduced labor should result in full payment of the purchase price within 5 years.
- Full roll-out of the new electronic eSlate voting system in a major election, meeting the mandates of the Help America Vote Act to ensure people with disabilities and language assistance needs are able to vote independently and privately without uncertainty. Enhanced training sessions, Poll Worker Academy, were conducted before elections resulting in about 1,000 certified e-Judges specializing in full comprehension of set up and administration of eSlates at precincts.

## 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 fully implemented the new electronic voting system to allow for a uniformed and accurate method for voters of San Mateo County to cast ballots at the polls.

The Office continues to work with the League of Women Voters, community organizations, county agencies, affiliated minority group organizations, political parties, community colleges and high schools to support voter education and outreach efforts.

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

- To fully meet the security requirements set by the Secretary of State in its recertification of voting systems used in California
- To thoroughly train Elections staff and poll workers in their respective areas in securing, operating, testing, and problem resolution of the new voting equipment building on the election experiences from 2006 and 2007
- To anticipate the need to meet changing standards from both federal and state authorities in new standards in the administration and use of voting system
- To manage the Help America Vote Act's requirement under a new statewide voter database system to be used by all counties in the update and management of voter registration, voter qualification, and election rosters of voters
- To continue to survey and bring into compliance of state and federal ADA access for all polling places used for voting in San Mateo County
- To replace the current voter registration system

## Program Objectives

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

### Register at Least 78% 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 facility changes to enhance security of ballots, intrusions, and accountability, 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 the Percent of Registered Voters who Voted in Last Election to be Above the State Average

- Continue to improve access to and convenience of the voting process with more efficient and convenient methods for voters to vote by mail and Universal Voting Centers
- 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
- Continue to make elections more transparent with tools such as Precinct Tracker showing the movement of ballots from polling place to tabulation and Race Tracker displaying results faster and with more details, by precinct and the use of Google maps

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of new voters enrolled	14,298	15,878	27,320	27,000	15,000
Number of poll workers	2,025	2,276	1,584	2,100	2,100
Number of voting precincts	472	472	448	450	450
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of eligible voters registered to vote	75%	75%	76%	78%	75%
Percent of eligible voters registered to vote by mail	35%	39%	44%	45%	45%
Recruitment cost per poll worker	\$45	\$41	\$29	\$35	\$30
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and Percent of registered voters who voted in last election - SMC <sup>(1)</sup>	193,739 / 55%	210,538 / 60%	104,160 / 29%	292,000 / 79%	134,584 / 38%
Percent of registered voters in last elections - Statewide Average <sup>(1)</sup>	50%	56%	22%	76%	35%
Number/Percent of registered voters who voted by mail in last election <sup>(1)</sup>	89,489 / 25%	104,606 / 30%	67,166 / 19%	146,000 / 39%	85,000 / 50%

<sup>(1)</sup> Elections occurred or will occur as follows: there was a general election in FY 2004-05; a Statewide Uniform District Election (UDEL) in FY 2005-06; a Gubernatorial election in FY 2006-07; a local UDEL/presidential primary in FY 2007-08; and a presidential general election in FY 2008-09.



## Elections (1330P)

### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	11.0	12.0	12.0	12.0		12.0
Funded FTE	11.0	12.0	12.0	12.0		12.0
 Total Requirements	14,948,240	6,026,342	4,736,077	4,347,553	(388,524)	4,752,634
Total Sources	12,956,314	3,254,389	2,238,580	1,634,391	(604,189)	2,003,000
Net County Cost	1,991,926	2,771,952	2,497,497	2,713,162	215,665	2,749,634
 NCC Breakdown						
Mandated Services			2,497,497	2,713,162	215,665	2,749,634

#### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,713,162 or 62%, of which 100% is mandated.

#### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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, a net decrease in funding for conducting one major election in FY 2008-09 versus three major elections during FY 2007-08; license and support fee for the new voting system; the elimination of a one-time refund to the Board of Education for election costs; elimination of one-time return of Help America Vote Act (HAVA) money to the State; elimination of one-time reimbursement to cover the cost of two major elections during FY 2007-08; and an adjustment of election services revenue to reflect a reduction in the number of elections in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(604,189)	(2,858,514)	2,469,990	0	215,665	0

#### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases and benefits and merit increases; an increase in Extra Help, overtime, and Services and Supplies due to conducting two major elections in FY 2009-10 versus one major election in FY 2008-09. These increases will be partially offset due to an increase in election revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
369,609	1,593,180	(1,188,099)	0	36,472	0

## County Clerk-Recorder (1340P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder

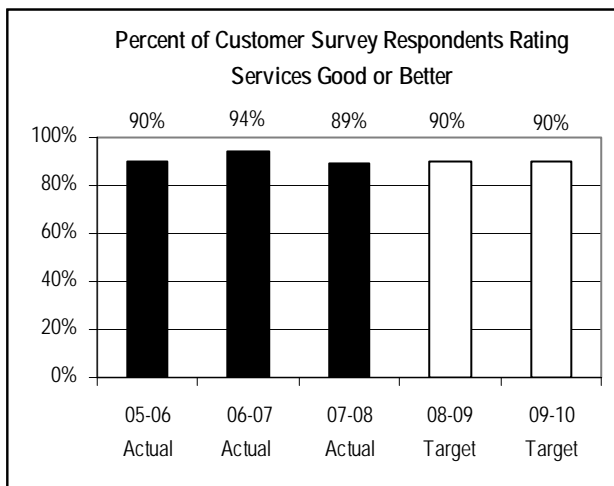
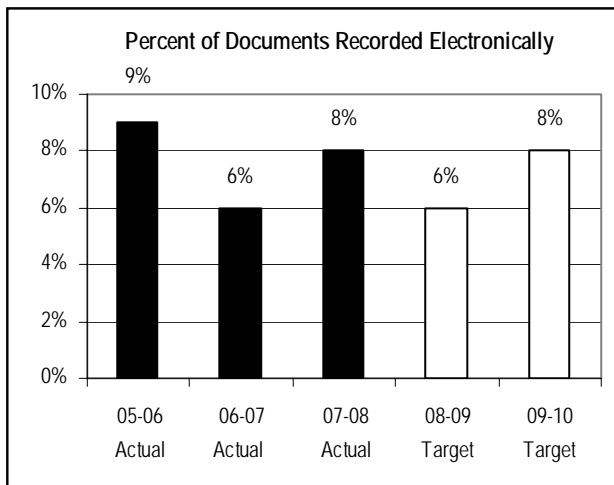
Appraisal Services

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 250 telephone calls, 100 customer walk-ins and approximate 700 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:

- Continued to expand eGovernment initiatives by adding more internet sites to search records and forms, as well as expanding the functionality of the website
- Continued to streamline and automate functions in the County Clerk-Recorder's unit
- Continued excellent customer service options by working closer with the public and private industry
- Provided leadership in California with the Clerk-Recorder Association and the Attorney General's Office to implement e-Recording

### Story Behind Performance

To better serve the County's diverse population, staff provides customer service in English, Spanish and Chinese. These efforts and several other endeavors have had a direct bearing on customer service delivery. In FY 2006-07, the CARES customer surveys indicated that 94% 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 served as a model for the State. The pilot enabled the recording of various high volume documents. The Office continues to work 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 a low percentage 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:

#### Maintain Documents Electronically Recorded

- Continue online eGovernment applications
- Expand the use of Geographic Information System (GIS)
- Develop and implement online electronic information applications
- Expand eRecording pilot
- Promote statewide educational sessions for industry and government leaders to educate and promote e-Recording as well as other related topics

#### 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of official and vital documents examined, recorded and indexed	230,188	205,364	172,415	175,000	180,000
Number of customers assisted per day (on-site and callers)	369	356	334	350	350
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of documents electronically recorded	9%	6%	8%	6%	8%
Percent of customer survey respondents rating services good or better	90%	94%	89%	90%	90%
Percent of transactions processed correctly	99%	99%	99%	99%	99%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent change in error rate of distribution of transfer tax from prior year	2%	9.6%	5.5%	7%	7%
Amount of recording fees generated	\$2,173,846	\$1,955,435	\$1,455,877	\$1,500,000	\$1,500,000

## County Clerk-Recorder (1340P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	24.0	24.0	24.0	22.0	(2.0)	22.0
Funded FTE	24.0	24.0	24.0	22.0	(2.0)	22.0
 Total Requirements	3,254,490	3,498,316	3,253,881	3,448,557	194,676	3,502,594
Total Sources	4,807,339	4,095,598	4,554,624	4,124,431	(430,193)	4,124,946
Net County Cost	(1,552,849)	(597,283)	(1,300,743)	(675,874)	624,869	(622,352)
 NCC Breakdown						
Mandated Services			(1,300,743)	(675,874)	624,869	(622,352)

### Discretionary Net County Cost

This program has a negative Net County Cost (NCC) of \$675,874. Revenues received from document recording fees and trust funds exceed direct operational costs and are also used to offset automation cost budgeted in other programs.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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; the annual cost for an Information Technology consultant; the reduction of recording fees due to the decline in the real estate market; and the funding for the Records Center operational cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(387,146)	237,723	0	0	624,869	0

#### 2. Social Security Truncation Program

In October 2007, the State passed AB 1168, which enacted the Social Security Number Truncation Program. For all documents recorded since January 1, 1980 that contain social security numbers, redacted versions must be created. Only the redacted versions of these documents will be made available to the public. The statute allowed, and the County Board of Supervisors approved, a fee increase of one dollar for the recording of the first page of a document. Fees from the newly established Social Security Truncation Trust Fund will fully offset expenditures related to this program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
118,000	118,000	0	0	0	0

#### 3. Cor-O-Van Contract to Records Management

In April 2008, a request for proposal (RFP) was advertised and sent out to solicit proposals for a five year contract to provide secure, off-site, centralized storage and inventory management, retrieval, and confidential destruction of boxed records for any County organization at any County office site. Six proposals were received and reviewed by representatives from ten County departments. Cor-O-Van was deemed the

best choice for the County's needs and on September 9, 2008, the Board approved a five year contract. Two vacant positions in the records center were eliminated as well as the corresponding revenue from the Micrographics Trust Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(161,047)	(161,047)	0	0	0	(2)

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(430,193)	194,676	0	0	624,869	(2)

**FY 2009-10 Program Funding Adjustments**

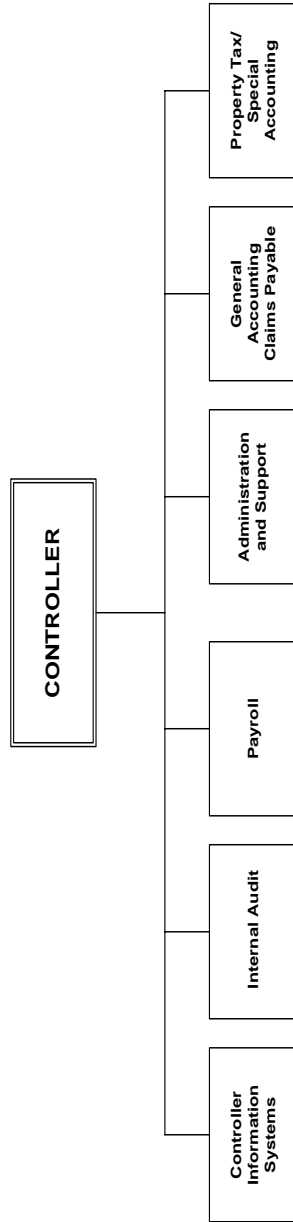
The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

**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 benefits.

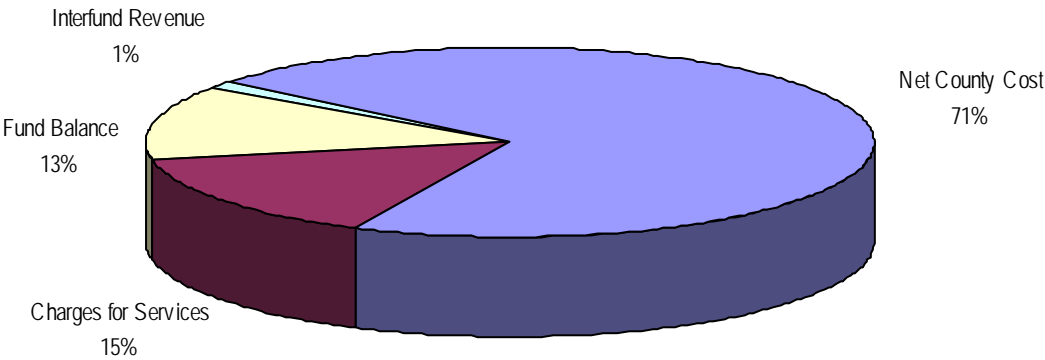
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
515	54,037	0	0	53,522	0

## CONTROLLER'S OFFICE

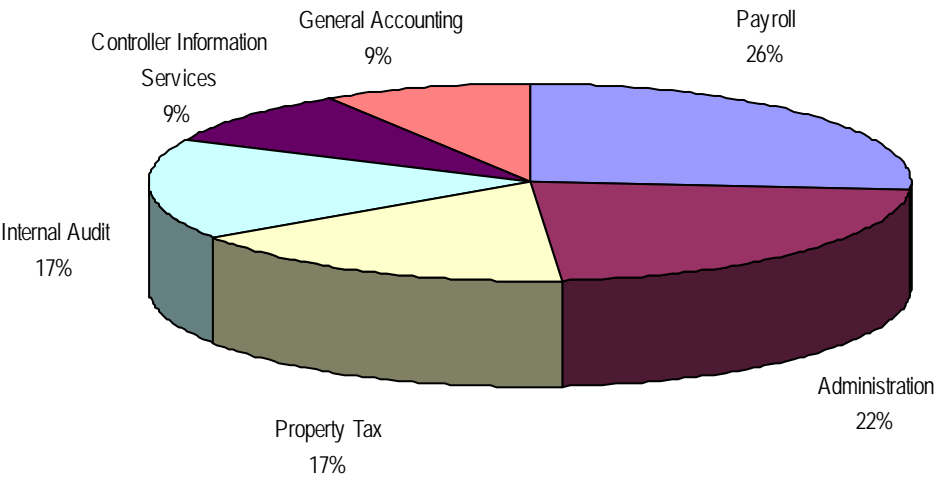


Controller's Office

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements





## Department Locator

### County

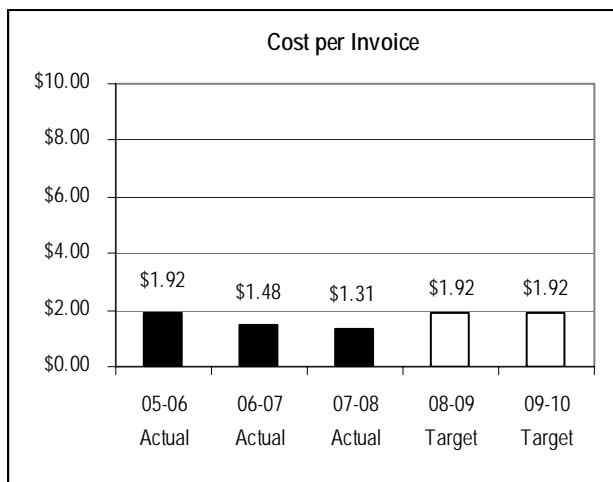
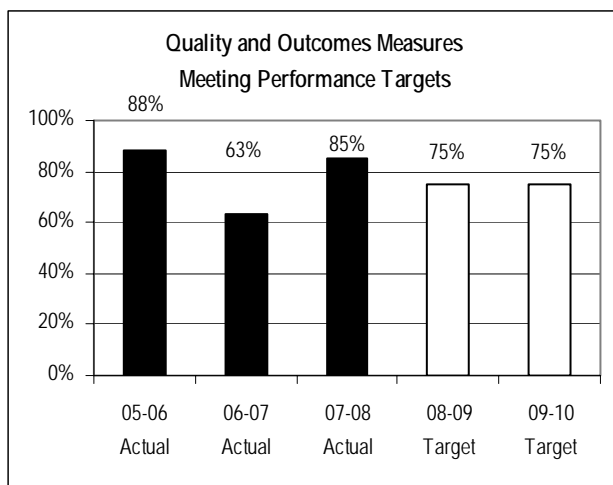
Administration and Fiscal  
Board of Supervisors  
County Manager/Clerk of the Board  
Assessor-County Clerk-Recorder



### Controller's Office

Treasurer-Tax Collector  
County Counsel  
Human Resources  
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 – 2007)

### PEOPLE

#### Realize the Potential of Our Diverse Population

- **Involvement with County Sponsored Events**  
Participated in County-sponsored events such as HeartWalk and the Charitable Contributions Campaign.
- **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.

Provided year-round assistance to all County departments to resolve complex accounting issues, meet emergency fiscal needs, provide claiming oversight and review (federal, state and local grants), and meet the County's external financial reporting mandates.

Collaborated with County Counsel Office, Information Services Department, and Human Resources Department in resolving complex payroll issues involving the Fair Labor Standards Act (FLSA) and ensuring future compliance.

### 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.

Automated the Property Tax Roll Change process, which saves costs, provides the taxpayer with more timely and accurate bills and reduces the amount of refunds.

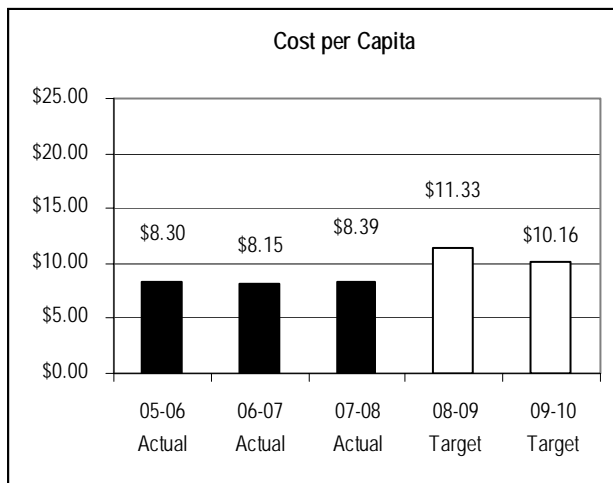
- **Enhanced Delivery of Services and Information**  
Improved the quality and accessibility of the County's financial information so that citizens, policy leaders and County managers could make informed decisions with regard to taxpayer money.

Upgraded the Personnel Information Payroll System (PIPS) in order to provide fraud safeguards for County employees.

Provided financial system training for County fiscal personnel to improve the efficiency of Countywide accounting processes.

Increased countywide participation rate in the Direct Deposit Advantage Program from 95% to 97.5%.

Provided accessibility to property tax rates through online access.



## Major Accomplishments in FY 2007-08

### 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 \$77.5 million.
- Increased interest earnings for FY 2008-09 by an estimated \$2,650,000 by prepaying the County's share of the required retirement contribution to SamCERA. This enables the prepaid funds to earn a higher rate of return (projected at 7.5%) than they would if they stayed in the County's treasury (projected at 2.5%).
- Developed and offered IFAS training courses for IFAS users Countywide.
- Preserved \$30 to \$40 million, the cost of implementing a new accounting system, through continued maintenance and expert support of the County's IFAS system.
- Continued collaboration with County Counsel Office, Information Services Department, and Human Resources Department in resolving complex payroll issues involving the Fair Labor Standards Act (FLSA) and ensuring future compliance.
- Received awards of recognition by the Government Finance Officers Association (GFOA) for the County's Comprehensive Annual Financial Report and Popular Annual Financial Report.
- Earned 90% good or excellent customer service ratings overall.
- Improved internal administrative support services, enabling Controller's staff to provide better financial services to customers, reduce risks, and increase effectiveness.

### Major Issues to be Addressed

- Deficiencies in Internal Controls**—The County's Grand Jury Auditors have reported that the Controller's Office should correct internal control deficiencies in staffing levels and fixed asset reporting.

- Property Tax Division Function**—There is a potential for further enhancing the Controller's Property Tax Division's role in ensuring accurate and timely assessment in billing of property tax.
- Technology and Training**—Implementing ongoing technology enhancements (e.g., E-Payments, Automated ATR Workflow, Grant Accounting) continues to be a challenge due to staffing constraints noted by the County's Grand Jury Auditors.

## Key Department Initiatives

### 1. Fixing Structural Internal Control Deficiencies

#### Major Issues to be Addressed:

- As noted in the Grand Jury Auditors' Report to Management, the Controller's General Accounting/Accounts Payable Division is heavily reliant on one employee to meet complex external reporting needs and resolve complex accounting issues. As a result, the County is at significant risk that internal controls over the accounting for and reporting of its significant financial transactions may be adversely affected.
- As noted in the Grand Jury Auditors' Report to Management, the County's fixed asset accounting system was designed prior to a significant change in reporting required by Governmental Accounting Standards Board Statement No. 34 and is no longer adequate to meet these new reporting requirements. Proper implementation of the general ledger's fixed asset accounting module will reduce the risk that fixed assets not be properly accounted for as well as replace an aging fixed asset accounting process that relies on unsupportable technology.
- Implementation of automated processes available with the County's current financial system (IFAS) is constrained by staffing resources in the General Accounting Division. Such available enhancements include E-Payments to vendors, automated workflow and document imaging for paper intensive processes (e.g. ATR processing, contract processing), and system upgrades to support these enhancements.

#### Alignment to Shared Vision:

- Responsive, effective and collaborative government

#### Goals:

- Provide a sound internal control structure for the County
- Implement IFAS capabilities to make labor intensive accounting processes more efficient

#### Objectives:

- Ensure the Controller's Office is properly staffed
- Ensure the County's major funding sources are not interrupted due to non-compliance with statutory reporting requirements
- Ensure the County's financial transactions continue to be recorded timely and properly without disruption during succession changes

- Maintain an efficient central accounting office

#### **Major Milestones:**

- Implement recommendations of the Grand Jury Auditors and Human Resources Department by September 2008
- Implement IFAS Fixed Asset Module and develop reports required to support internal controls and reporting requirements by June 2009
- Measure results on an ongoing basis

#### **Partners:**

- Human Resources Department
- Information Services Department

#### **FY 2008-09 Budget Impact:**

The cost implications of this initiative are unknown at this time.

## **2. Enhancing Countywide Technology and Training**

#### **Major Issues to be Addressed:**

- Budgetary restrictions have limited the capabilities of the Controller's Office to provide for new initiatives or process improvements to the County's financial system, which would benefit all County fiscal operations.
- The County's new Automated Time Keeping System (Workbrain) will require additional resources for system maintenance, help desk inquiries, report creation, ongoing training, and rule design.
- There have been delays in delivering eCommerce, which would allow for electronic payments to vendors (including Community-Based Organizations).

#### **Alignment to Shared Vision:**

- Responsive, effective and collaborative government

#### **Goals:**

- Improve assistance to County employees in accounting and payroll processes
- Continue to improve and streamline Controller accounting and payroll processes that affect all County departments

#### **Objectives:**

- Recruit and hire one Financial Services Manager I to assist in improving accounting and payroll processes by 2010
- Increase the number of accounting transactions processed electronically
- Reduce the number of payroll adjustments

#### **Major Milestones:**

- Continue to train new and current users on IFAS 7i
- Ongoing application management of the new Automated Time Keeping System
- Implement recommendations of the Grand Jury Auditors and Human Resources Department by June 2009

#### **Partners:**

- Human Resources Department
- Information Services Department

- All other County Departments

#### **FY 2008-09 Budget Impact:**

The cost implications of this initiative are unknown at this time.

## **3. 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:**

- Complete the automation of 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 from data entry to the higher value activities of analyzing and auditing the process

#### **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
- Improve accuracy of tax bills
- Lower the number of resent tax bills
- Decrease the number of dollar value of refunds

#### **Major Milestones:**

- Write and test applications in the Tax Collector system to handle calculation of refunds and the interface into IFAS' payment process by June 2009. This is dependent upon Tax Collector IT staff availability.
- Measure results on an ongoing basis

#### **Partners:**

- Assessor's Office
- Treasurer-Tax Collector's Office
- Information Services Department

#### **FY 2008-09 Budget Impact:**

None. This proposed initiative would shift priorities within existing resources.

## **Other Significant Objectives by Program**

The Controller's Office includes the following programs:

- Administration
- Internal Audit

- Payroll Services
- Controller Information Systems
- 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 Systems**

- Continue to maintain the County's financial system
- Continue to assist users in obtaining financial information

**General Accounting/Accounts Payable**

- Continue to improve transaction cycle processes
- Continue to provide financial information in a timely manner

Controller's Office (1400B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	1,261,449	1,233,251	1,242,975	1,267,533	24,558	1,268,523
Interfund Revenue	145,320	141,448	112,572	118,309	5,737	121,214
Miscellaneous Revenue	145,216	13,040				
<b>Total Revenue</b>	<b>1,551,985</b>	<b>1,387,739</b>	<b>1,355,547</b>	<b>1,385,842</b>	<b>30,295</b>	<b>1,389,737</b>
Fund Balance	928,389	1,003,339	1,003,339	1,070,823	67,484	1,035,256
<b>TOTAL SOURCES</b>	<b>2,480,374</b>	<b>2,391,078</b>	<b>2,358,886</b>	<b>2,456,665</b>	<b>97,779</b>	<b>2,424,993</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,440,704	4,568,075	4,881,172	5,308,230	427,058	5,249,371
Services and Supplies	366,362	332,912	571,045	423,385	(147,660)	423,385
Other Charges	954,971	1,005,261	1,004,937	2,805,161	1,800,224	2,194,274
Fixed Assets	14,363	10,024				
<b>Gross Appropriations</b>	<b>5,776,400</b>	<b>5,916,273</b>	<b>6,457,154</b>	<b>8,536,776</b>	<b>2,079,622</b>	<b>7,867,030</b>
Intrafund Transfers		(71,865)	(82,565)	(729,775)	(647,210)	(11,576)
<b>Net Appropriations</b>	<b>5,776,400</b>	<b>5,844,408</b>	<b>6,374,589</b>	<b>7,807,001</b>	<b>1,432,412</b>	<b>7,855,454</b>
Contingencies/Dept Reserves	537,946	612,896	612,896	644,813	31,917	644,813
<b>TOTAL REQUIREMENTS</b>	<b>6,314,346</b>	<b>6,457,304</b>	<b>6,987,485</b>	<b>8,451,814</b>	<b>1,464,329</b>	<b>8,500,267</b>
<b>NET COUNTY COST</b>	<b>3,833,971</b>	<b>4,066,225</b>	<b>4,628,599</b>	<b>5,995,149</b>	<b>1,366,550</b>	<b>6,075,274</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	41.0	44.0	44.0	44.0		44.0
Funded FTE	40.1	43.0	42.5	43.0	0.5	43.0

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$97,779 or 4.1% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Charges for Services

There is an increase of \$24,558 in this funding source. Of this amount, \$21,565 results from a 2.9% increase in handling fees for property tax special assessments and handling fees for bonds, and \$2,993 is from increased audit fees.

#### Interfund Revenue

There is an increase of \$5,737 in this funding source due to increases in audit fees from other County departments and special districts and financial services fees from SamCERA and the Joint Powers Financing Authority (JPFA).

#### Fund Balance

There is an increase of \$67,484 in this funding source primarily due to salary savings generated from positions held vacant in FY 2007-08.

### TOTAL REQUIREMENTS

Total Requirements increased by \$1,464,329 or 20.9% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$427,058 in this expenditure category due to negotiated labor increases; inclusion of merit increases; double fill costs associated with succession planning for two key positions: a Financial Services Manager II position for County financial system (IFAS) administration and a Senior Accountant position for property tax distribution, and differentials for hard-to-fill Senior Internal Auditor positions.

#### Services and Supplies

There is a net decrease of \$147,660 in this expenditure category primarily due to the elimination of a one-time expenditure funded through AB 589 Property Tax Reserves for a computer program rewrite for the supplemental tax system.

#### Other Charges

There is a net increase of \$1,800,224 in this expenditure category primarily due to the transfer of payroll system/automated time keeping system (ATKS) ISD costs from the Human Resources Department to the Controller's Office's Payroll program in order to centralize the cost for tracking purposes.

#### Intrafund Transfers

There is a net increase of \$647,210 in this expenditure category due to the deletion of a one-time adjustment in the amount of \$71,865 for PIPS upgrades in FY 2007-08; the addition of \$640,000 for a one-time adjustment for PIPS upgrades in FY 2008-09; the addition of \$78,417 for double fill costs associated with succession planning for a Financial Services Manager II position for County financial system (IFAS) administration; and the increase of \$658 in audit fees.

#### Contingencies/Departmental Reserves

There is a net increase of \$31,917 in this expenditure category. The balance in General Fund Reserves represents 8.3% of Net Appropriations, which exceeds County 2% Reserves policy by \$488,673. This reserve includes \$423,931 in AB 589 funds set aside to cover one-time costs for enhancing the property tax administration system. The Reserves for general purpose is \$220,882 or 2.8% of Net Appropriations. The increase is due to a \$67,484 increase in Fund Balance from FY 2007-08, partially offset by double fill costs related to the transition of a Senior Accountant position in the Property Tax program.

### NET COUNTY COST

There is a net increase of \$1,366,550 or 29.5% in this Department's General Fund allocation, primarily due to the transfer of payroll system/ATKS ISD costs from the Human Resources Department and negotiated labor increases.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$31,672 or 1.3% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Charges for Services

here is an increase of \$990 in this funding source due to increased audit fees from other agencies.

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Interfund Revenue

There is an increase of \$2,905 in this funding source due to increased financial services fees of \$1,500 from SamCERA and the Joint Powers Financing Authority (JPFA) and increased audit fees of \$1,405 from non-General Fund departments.

Fund Balance

There is a decrease in this funding source of \$35,567 due to the use of Property Tax AB 589 reserves to fund a portion of the double fill costs for a specialized Senior Accountant position in FY 2008-09.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$48,453 or 0.6% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$58,859 in this expenditure category due to an increase of \$80,125 for negotiated labor increases and merit increases and a decrease of \$138,984 for the removal of one-time double fill costs for a Senior Accountant and a Financial Services Manager II in FY 2008-09.

Other Charges

There is a net decrease of \$610,887 in this expenditure category due to the removal of a prior year one-time cost of \$640,000 for PIPS upgrades and an expected increase of \$29,113 in charges from other departments.

Intrafund Transfers

There is a net decrease of \$718,199 in this expenditure category due to the deletion of \$640,000 for a one-time adjustment for PIPS upgrades in FY 2008-09, the deletion of \$78,417 for the double fill of a Financial Services Manager II in the Controller Information Systems Program, and an increase of \$218 in audit fees from General Fund departments.

Contingencies/Departmental Reserves

There is no change to Reserves. The balance in Reserves represents 8.2% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$487,704. This reserve includes \$423,931 in AB 589 funds set aside to cover one-time costs for enhancing the property tax administration system. The Reserves for general purpose is \$220,882 or 2.8% of Net Appropriations.

**NET COUNTY COST**

There is an increase of \$80,125 or 1.3% in this Department's General Fund allocation due to negotiated labor increases.

## Administration (1411P)

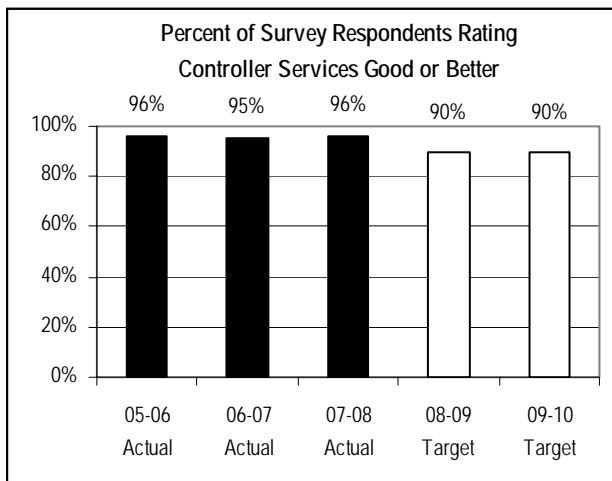
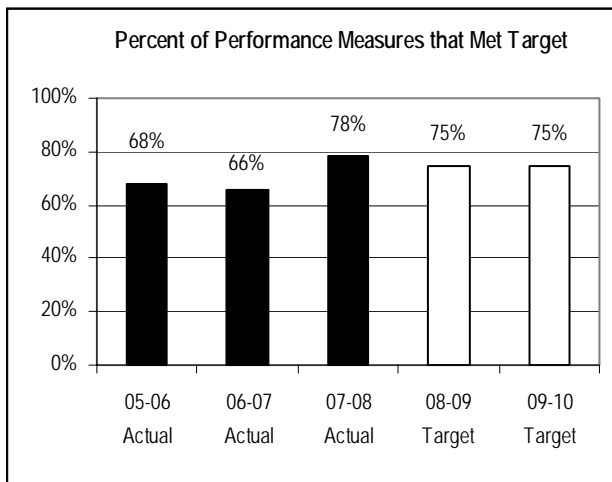
### Program Locator

#### County

Administration and Fiscal  
Controller's Office

- ▷ **Administration**  
Internal Audit  
Payroll Services  
Controller Information Systems  
General Accounting  
Property Tax and Special Accounting

### Headline Measures



### Program Outcome Statement

The Administration Program sets priorities, provides support and leadership to all Controller programs and fiscal personnel in the County, produces and oversees the 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:

- Implemented staffing improvements by hiring and training two administrative staff and one IFAS trainer. This has enabled us to provide better service to our customers, more administrative support for our staff and much-requested IFAS training.
- Developed and documented office procedures regarding purchasing, performance evaluations, new hires, and departing employees. Analyzed and improved Countywide petty cash practices.
- Increased communication with staff and staff development by holding all-staff meetings with training sessions and increasing the frequency of performance reviews.
- Improved document management and retention practices.
- Improved training and processes for developing the A-87 Cost Allocation Plan and SB-90 State Mandated Cost Claims.
- Increased office security by securing outer doors and valuable equipment, installing security equipment, and obtaining more comprehensive security checks for new employees.
- 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.

### 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 over 93% is anticipated in the current year.

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

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



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## Program Objectives

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

### Meet at least 75% of Performance Targets

- Continue to implement staffing changes in the Controllers' Office to increase County employee training, improve financial services to customers, plan for management succession, reduce risks, and increase effectiveness
- Collaborate and initiate programs, services and policies to maximize County revenues, resources and improve business processes
- 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 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

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of performance measures monitored for all programs	46	46	46	45	45
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of measures where targets were met	31	29	36	34	34
Percent of performance measures where targets were met	68%	66%	78%	75%	75%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of customer survey respondents rating Controller Services good or better	96%	95%	96%	90%	90%

### Administration (1411P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Salary Resolution</b>	5.0	7.0	7.0	7.0		7.0
<b>Funded FTE</b>	5.0	7.0	6.7	7.0	0.3	7.0
<b>Total Requirements</b>	1,281,614	1,593,002	1,626,386	1,886,585	260,199	1,923,360
<b>Total Sources</b>	550,401	532,666	527,866	646,892	119,026	611,325
<b>Net County Cost</b>	731,213	1,060,336	1,098,520	1,239,693	141,173	1,312,035
<b>NCC Breakdown</b>						
<b>A-87 Cost Plan</b>			32,219	10,512	(21,707)	10,512
<b>Non-Mandated Services</b>			1,066,301	1,229,181	162,880	1,301,523

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost is \$1,239,693 or 65.7%, of which \$1,229,181 is discretionary. This discretionary amount includes administration of Controller's Office programs, such as Internal Audit, Payroll Services, Controller Information Systems, General Accounting, and Property Tax/Special Accounting programs.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reduction in printing costs for the Popular Annual Financial Report; reduction in miscellaneous contracts; increases in service charges such as office rental

and insurance; reduction in computer equipment costs due to the transfer of the equipment purchases oversight to the Controller Information Systems Program; and an increase in Fund Balance with a corresponding increase in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
119,026	192,715	0	67,484	141,173	0

#### FY 2009–10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and higher benefits costs; increased office rental charges and general liability charges; and decreased Fund Balance from FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(35,567)	36,775	0	0	72,342	0

## Internal Audit (1421P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

#### ► Internal Audit

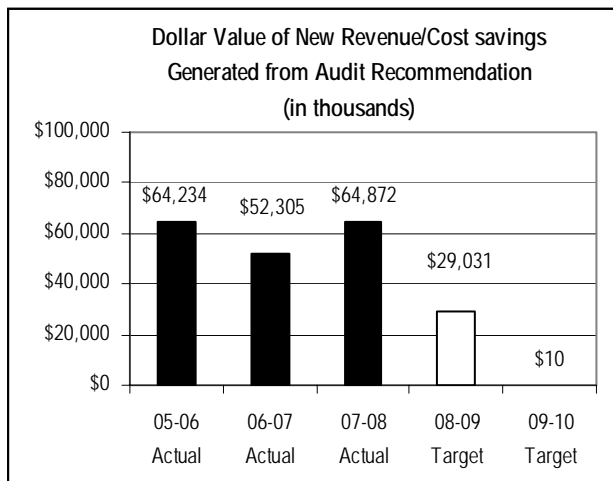
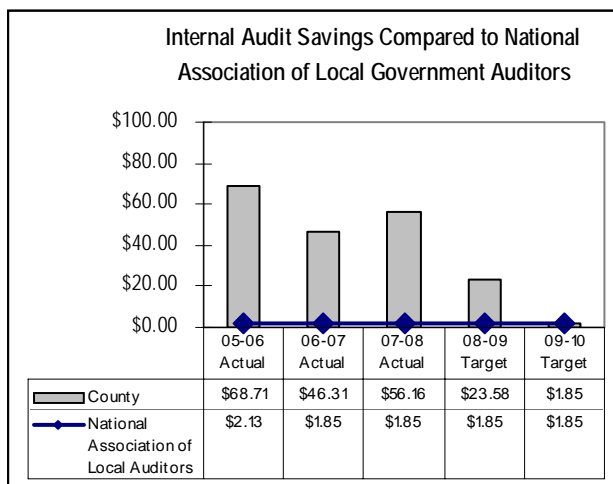
Payroll Services

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 to 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 \$77.5 million through revenue enhancements and cost savings from operational audits such as the Education Revenue Augmentation Fund (ERAF) audit, which generated revenue for the County in the amount of \$56.9 million
- Completed and issued mandatory audits within the statutory and grant contract deadlines even though the Program had difficulty filling vacant auditor positions

### 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 \$77.5 million. This was due to the Education Revenue Augmentation Fund (ERAF) audit, which alone generated \$56.9 million revenue for the County, and \$20.6 million for local taxing agencies. Using a Civil Grand Jury suggested measure (Association of Local Government Auditors), the County is expected to save over \$40.00 for every dollar spent on Internal Audit. The savings rate is many times the Association of Local Government Auditor's benchmark of \$1.85.

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 \$20 million. Some of the major financial statement audits include First 5 San Mateo County with \$48 million in assets, the Child Development Program, the San Mateo County Expo Center, and the County's Narcotics Task Force. The Program also coordinates the countywide Single Audit that covers grant expenditures of about \$163 million. The mandated audits help the Program attract qualified professionals interested in earning their Certified Public Accountant license as they can complete the hours necessary for certification. The Program also handles State's statutory reporting requirements for certain public safety programs, and coordinates and processes the remittance to the state of fines, fees and forfeitures totaling about \$25 million that are collected by the courts, County departments and other agencies.

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**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 \$1.85**

- Increase use of data analysis tools when conducting audits
- Maintain and improve quality control processes
- Identify and review areas that maximize opportunities for cost savings and/or process improvements

**Achieve New Revenue and Cost Savings of at least \$370,000**

- 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of audits conducted:					
- Mandated	16	24	21	18	18
- Discretionary	1	0	4	3	3
- Special projects	9	9	3	6	6
<b>How Well We Do It (Quality / Efficiency)</b>					
Dollar savings per Audit employee	\$8,329,398	\$6,638,376	\$12,499,498	\$36,500	\$36,500
Percent of County budget covered by internal controls review (risk reduction) <sup>(2)</sup>	11.5%	35.6%	34.8%	10%	10%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of internal audit changes recommended (internal control audits)	14	22	22	15	15
Number of recommended changes that are implemented by departments	10	8	20	10	10
Dollar value of new, one-time revenue enhancements/cost savings (efficiency/effectiveness audits) <sup>(1)</sup>	\$64,234,200	\$52,305,856	\$64,872,392	\$29,031,284	\$10,000
Dollar value of new, ongoing revenue enhancements/cost savings (efficiency/effectiveness audits) <sup>(3)</sup>	\$424,000	\$0	\$0	\$370,000	\$370,000
Percent increase in new revenue collection/cost savings expressed as a percentage of Internal Audit Program budget <sup>(4)</sup>	6,492%	4,287%	5,274%	40%	40%
Dollars saved for every dollar spent on internal and operational audits <sup>(5)</sup>					
- County	\$68.71	\$46.31	\$56.16	\$23.58	\$1.85
- National Association of Local Government Auditor's Benchmark	\$2.13	\$1.85	\$1.85	\$1.85	\$1.85

<sup>(1)</sup> The target figure for FY 2008-09 includes ERAF revenue.

<sup>(2)</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>(3)</sup> It appears that no major operational audits that result in new ongoing revenue will be completed this fiscal year due to staff shortage. Two full-time and one half-time Senior Operational Auditor positions have remained vacant since the beginning of the fiscal year. Finding and retaining appropriately qualified auditors remains a major challenge. To ensure that auditor salaries are competitive, a salary survey was completed in May 2007 and submitted to Human Resources for the normal review/approval process.

<sup>(4)</sup> The new revenue enhancements/cost savings targets for FY 2008-09 and FY 2009-10 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.

<sup>(5)</sup> The County targets for FY 2008-09 and FY 2009-10 are based on current data from the Benchmarking and Best Practices Survey of the Association of Local Government Auditors. Adjustments will be made as updated data becomes available.

## Internal Audit (1421P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.8	9.5	9.5	9.5	0.0	9.5
 Total Requirements	1,079,039	918,318	1,302,617	1,403,160	100,543	1,434,791
Total Sources	126,720	112,174	72,610	79,849	7,239	82,244
Net County Cost	952,319	806,144	1,230,007	1,323,311	93,304	1,352,547
 NCC Breakdown						
A-87 Cost Plan			143,770	43,023	(100,747)	43,023
Mandated Services			1,086,237	1,280,288	194,051	1,309,524

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost is \$1,323,311 or 94.3%, of which 100% is mandated.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and increases in the following: audit fees; Senior Internal Auditor salary differential; software license fees; and required training for auditors.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,239	101,201	(658)	0	93,304	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and higher benefits costs; and increases in audit fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,395	31,849	(218)	0	29,236	0

## Payroll Services (1431P)

### 2Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

Internal Audit



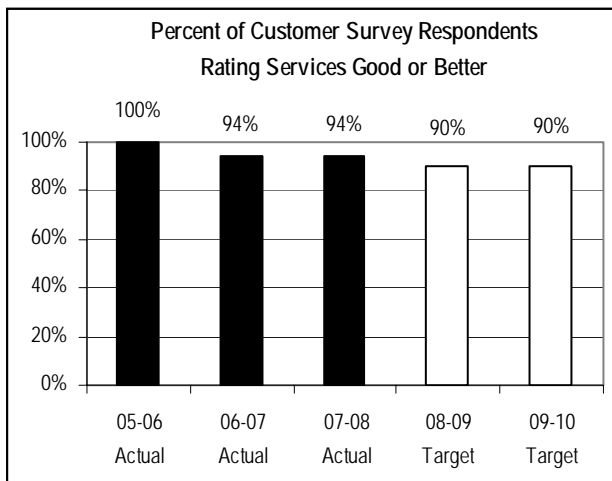
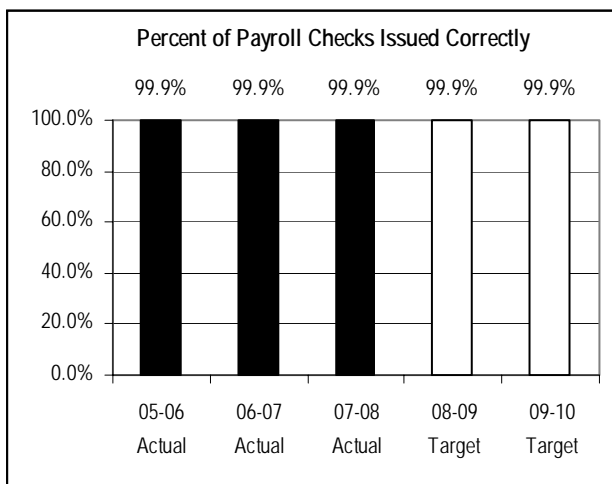
**Payroll Services**

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:

- In cooperation with Information Services Department (ISD) and Human Resources (HR), completed development of the Fair Labor Standards Act (FLSA) Adjustment Calculation project to enable paying adjustment on a prospective basis.
- In cooperation with Information Services Department, completed first phase of Electronic Interfaces Upgrade Project.
- Increased direct deposit to 97.5%, exceeding the national average of 71%.
- Continued Direct Deposit Advantage Program campaign to raise awareness of the benefits of direct deposit.
- Earned 94% good or better customer satisfaction ratings.

### Story Behind Performance

In cooperation with Information Services Department, the Payroll Program has completed approximately 50% of Phase I of the implementation process for an Automated Time Keeping System (Workbrain). The completion of the Workbrain project will reduce payroll errors, reduce time spent correcting timecards and improve access to timecards. In addition, the program has continued its Direct Deposit Advantage Program, which targets employees not currently enrolled in the County's direct deposit system.

With increased FLSA processing requirements, the recordation of time on a bi-weekly basis is insufficient for employees receiving overtime pay. Instead, weekly or daily information is now required. Consequently, the number of timecard transactions processed each pay period is increasing. This measure is estimated to increase in FY 2008-09 as this additional FLSA processing began in mid FY 2007-08.

The Payroll Program continues to process payroll transactions for the County with extreme accuracy. The Program keeps the payroll system functioning as well as ensures that the County is in compliance with current laws and regulations.

The number of transactions processed electronically increased and will continue to increase as ATKS Phase I is implemented for the remainder of the County. This is a significant change in how Payroll is processed and results in increased accuracy and accountability for employee time submitted. It also allows Payroll Coordinators in departments to focus on more complex human resource and payroll issues, which will ensure increased compliance with laws and regulations by employees.



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

- To balance current workload by continuing to cross-train all program staff
- To implement, in cooperation with ISD, the migration of Payroll/HR (PIPS) System
- To implement, in cooperation with ISD, the remainder of Phase I and Phase II of Workbrain system
- To implement, in cooperation with ISD and HR, a major upgrade to PIPS
- To improve service delivery by training/re-training departments' Payroll Coordinators regarding payroll processes
- To analyze Payroll Program business processes, develop improvement ideas, and implement process improvement changes
- To increase employee direct deposits to 99%

**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 survey 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 II of the Workbrain System, which will increase the timeliness of payroll time and data input by eliminating manual time cards

Achieve 100% Direct Deposit Participation

- Continue the 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of departmental payroll adjustments processed each pay period	1,821	1,364	1,649	1,034	1,034
Number of department payroll adjustments requiring correction per pay period	637	477	412	311	311
Number of timecard transaction lines processed each pay period	20,285	24,231	30,401	31,000	32,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating services good or better	100%	94%	94%	90%	90%
Percent of timecard transactions processed electronically <sup>(1)</sup>	25%	43%	62%	98%	98%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of payroll checks issued correctly	161,971 / 99.9%	167,358 / 99.9%	170,806 / 99.9%	172,000 / 99.9%	173,000 / 99.9%

<sup>(1)</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.

### Payroll Services (1431P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Salary Resolution</b>	6.0	6.0	6.0	6.0		6.0
<b>Funded FTE</b>	6.0	6.0	6.0	6.0		6.0
<b>Total Requirements</b>	1,125,380	1,158,007	972,662	2,217,100	1,244,438	2,225,267
<b>Net County Cost</b>	1,125,380	1,158,007	972,662	2,217,100	1,244,438	2,225,267
<b>NCC Breakdown</b>						
<b>A-87 Cost Plan</b>			368,060	468,472	100,412	468,472
<b>Mandated Services</b>			604,602	1,748,628	1,144,026	1,756,795

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost is \$2,217,100 or 100%, of which 100% is mandated.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and deletion of one-time funding for PIPs upgrade costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	36,867	71,865	0	108,732	0

### 2. Transfer of Payroll System/ATKS ISD Costs

The Information Services Department's (ISD) costs related to the County's Payroll system/Automated Time Keeping System (ATKS) are currently shared between the Controller's Office and the Human Resources Department. Starting in FY 2008-09, 100% of these costs will be reflected in the Controller's budget for tracking purposes. A one-time adjustment for PIPs upgrade has been included.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,775,706	(640,000)	0	1,135,706	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,812,573	(568,135)	0	1,244,438	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and higher benefits costs; and removal of prior year one-time charge for PIPS upgrade and associated one-time funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(631,833)	640,000	0	8,167	0

## Controller Information Systems (1432P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

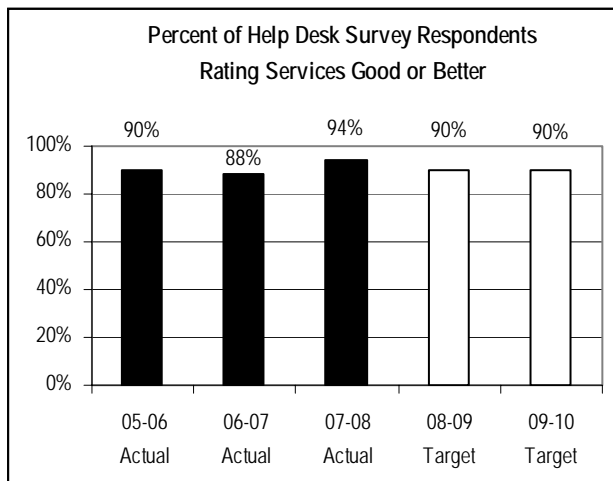
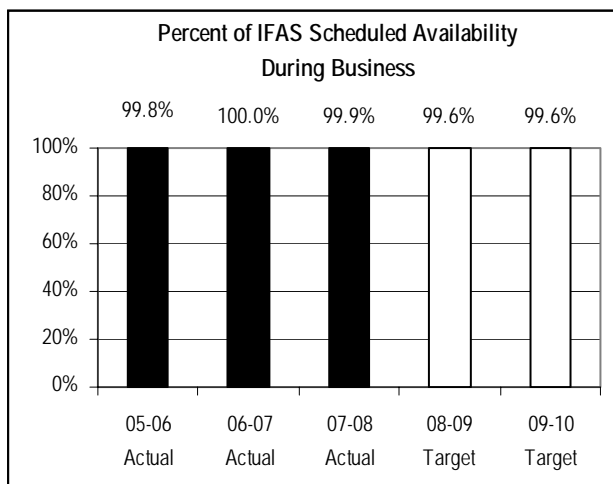
Payroll Services

#### ▷ 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 Systems 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:

- Developed and presented instructor based training for major IFAS modules
- 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 and Administrative Programs

### Story Behind Performance

The Board's approval of an additional staff person in FY 2007-08 has allowed the Program to develop and present classroom based training for IFAS, and to improve our IFAS Help Desk customer satisfaction. This position was filled in September 2007 and the first training was offered in January 2008. In January and February 2008, over eighty users of the County's financial system (IFAS) were trained. Feedback from these trainings has been extremely positive and some departments have now made this training mandatory for their fiscal employees. The Controller's Office is very pleased to be able to offer this quality training to the IFAS users, which was made possible by the addition of our CIS Training Manager this year.

The CIS Program continues to provide an excellent level of financial system availability to the County's fiscal personnel (99.6%). Confidence in system availability allows the County's financial transactions to be processed timely by the system's large user community (over 400 users). Most impressively, the County's financial system's reliability is accomplished by the efforts of one employee, the CIS Manager, in conjunction with ISD and the system's vendor at a cost unattainable by most other Counties.

The number of Help Desk calls has increased as a direct result of the training efforts as well as the County Intranet site, which has

made users more aware of the Help Desk. The Program hopes to partner with the Public Works Department to utilize help desk management software implemented by the Department this year. As a result, the Program anticipates providing a higher level of service to the users.

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

- To implement new modules and features for the IFAS system that will benefit the County. The Controller's Office continues to be challenged to implement new modules and features for the IFAS system. With current staffing levels, the Office hopes to implement an automated Appropriations Transfer Request (ATR) process. The Office will also be implementing a new process for reducing check fraud by redesigning the checks to allow for Payee Positive Pay by the County's bank. In addition, a major upgrade to the accounting system will be installed into the test environment
- To implement two modules (the major upgrade) to the IFAS system: a Grants Management module and a Contracts module. These modules would address Grand Jury Auditor findings related to the County's Single Audit report and reduce the risk of the loss of significant Federal and State funds to the County arising out of the current Single Audit findings
- To provide ongoing training and help desk support on the new 7i 7.9 release software and process improvements for IFAS users
- To manage complex projects with limited staffing

**Program Objectives**

The Controller Information Systems 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of IFAS users trained <sup>(1)</sup>	50	0	171	300	300
Number of Help Desk calls	3,200	2,257	2,005	2,300	2,300
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of trainees rating training as good or better <sup>(1)</sup>	85%	0%	94%	90%	90%
Percent of Help Desk customer survey respondents rating services provided good or better	90%	88%	94%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of business hours IFAS is available	2,988	3,000	2,998	2,988	2,988
Percent IFAS scheduled availability during business hours	99.8%	100.0%	99.9%	99.6%	99.6%

<sup>(1)</sup> Training was not offered in FY 2006-07. With the addition of a Management Analyst III, training was offered in FY 2007-08.

## Controller Information Systems (1432P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	4.0	5.0	5.0	5.0		5.0
Funded FTE	4.0	5.0	5.0	5.0		5.0
<b>Total Requirements</b>	584,499	681,912	715,576	761,619	46,043	770,318
<b>Total Sources</b>	10,600					
<b>Net County Cost</b>	573,899	681,912	715,576	761,619	46,043	770,318
<b>NCC Breakdown</b>						
Non-Mandated Services			715,576	761,619	46,043	770,318

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost is \$761,619 or 100%, of which 100% is discretionary. This discretionary amount represents administration of County financial system function.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; merit increases; double fill costs for the transition of the IFAS Financial Services Manager due to retirement; and a transfer of computer equipment costs from the Administration Program so that purchases are monitored by this Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	124,460	(78,417)	0	46,043	0

**FY 2009–10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and higher benefits costs; and removal of prior year double fill costs for a Financial Services Manager II and associated one-time adjustment used to fund the double fill.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(69,718)	78,417	0	8,699	0

## General Accounting (1441P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

Payroll Services

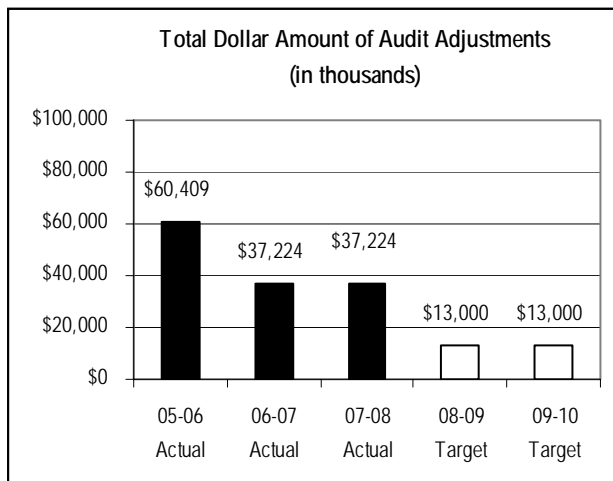
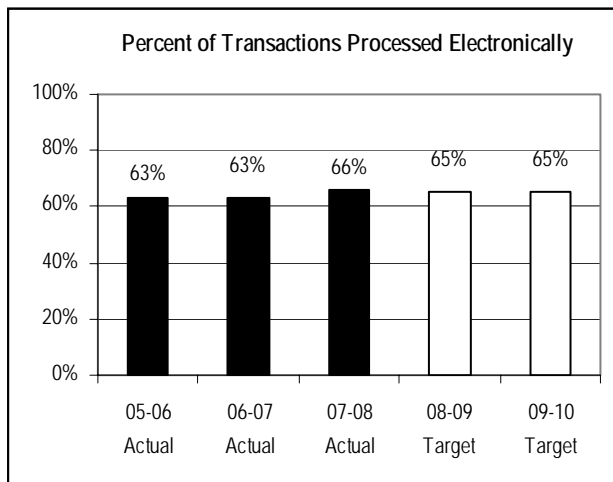
Controller Information Systems



**General Accounting**

Property Tax and Special Accounting

### Headline Measures



### Program Outcome Statement

The General Accounting Program provides key points of internal accounting control for all fiscal processes at the County, 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 Comprehensive Annual

Financial Report (CAFR) to ensure the financial 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, providing key points of internal control for all fiscal transactions 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 \$2,000 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 and annual year end closing with limited staff resources
- Received 100% excellent or good 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, Appropriation Transfer Requests (ATRs), and processes contract encumbrance change requests. The Program also approves all expenditures \$2,000 or greater, prepares and distributes all expenditure payments, fulfills mandated reporting requirements and approves all journal entries. The transaction reviews performed by the General Accounting Division are a key internal accounting control point that ensures the County's financial transactions are accurate, timely and proper.

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 transactions (payments, journal entries, deposits) that can be processed electronically. With the implementation of the new IFAS 7i software, it has reached its anticipated 66% processing of transactions electronically. IFAS 7i will allow for electronic payment of invoices



through eCommerce and offer other eServices when funding is made available to implement these processes.

- Develop new processes required by IFAS 7i System upgrades

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).

The Program receives a clean opinion and the Certificate of Achievement of Excellence in Financial Report on the CAFR. The total dollar of audit adjustment is higher than anticipated primarily due to the reclassification of account balances pertaining to the San Mateo Medical Center. The Program will continually work with departmental fiscal staff to keep the audit adjustment to a minimum.

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

- To provide leadership and assistance in testing, documenting and implementing new automated processes available with the current accounting system, IFAS 7i
- To provide sufficient review of financial transactions with limited staff capabilities
- To provide training to new fiscal employees countywide about processing major transaction types (e.g., accounts payable, purchase orders, journal entries, appropriation transfer requests) with limited training resources
- 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 implement 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 work to meet performance targets by doing the following:

Electronically Process 65% of Transactions

- Work with Controller's Information Systems to ensure implementation 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

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of transactions processed	1,943,140	2,002,998	2,096,162	1,800,000	1,800,000
Number of transactions submitted to the Controller's Office electronically	1,224,644	1,265,385	1,382,209	1,202,440	1,202,440
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of transactions processed electronically (payments, journal entries, deposits)	63%	63%	66%	65%	65%
Total dollar amount of audit adjustments	\$60,409,618	\$37,224,071	\$37,224,071	\$13,000,000	\$13,000,000
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of monthly closings performed on time (data development) <sup>(1)</sup>	11	10	10	12	12
Number of process improvements implemented (data development) <sup>(1)</sup>	3	1	2	2	2
CAFR issued with unqualified opinion and GFOA award of excellence	100%	100%	100%	100%	100%

(1) These are new measures added in FY 2008-09.

## General Accounting (1441P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Salary Resolution</b>	8.0	8.0	8.0	8.0		8.0
<b>Funded FTE</b>	7.5	7.5	7.5	7.5		7.5
<b>Total Requirements</b>	837,665	690,941	885,710	745,521	(140,189)	763,279
<b>Total Sources</b>	78,873	81,829	69,982	71,473	1,491	72,973
<b>Net County Cost</b>	758,792	609,113	815,728	674,048	(141,680)	690,306
<b>NCC Breakdown</b>						
<b>A-87 Cost Plan</b>			433,944	539,704	105,760	539,704
<b>Non-Mandated Services</b>			381,784	134,344	(247,440)	150,602

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost is \$674,048 or 90%, of which \$134,344 is discretionary. This discretionary amount represents support of County fiscal service functions.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; merit increases; increases in accounting fees from the Joint Powers Financing Authority (JPFA) and SamCERA; and transfer of contract costs to the Administrative Program in order to centralize all contracts within the Administrative Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,491	(140,189)	0	0	(141,680)	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and higher benefits costs; and increases in accounting fees from the JPFA and SamCERA.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,500	17,758	0	0	16,258	0

## Property Tax/Special Accounting (1461P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

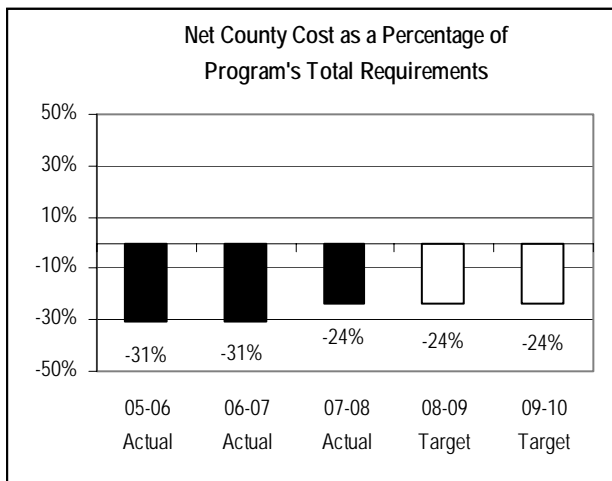
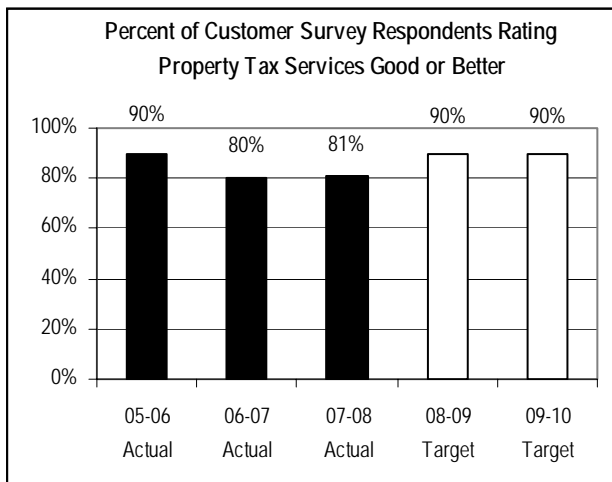
Payroll Services

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 services for special districts.

The following are major accomplishments in the current year:

- Accurately apportioned approximately \$1.3 billion in property tax to local taxing entities.
- In cooperation with the Tax Collector's Office, the Property Tax Program developed, tested and implemented the first phase of an automated tax roll maintenance program. This new automated roll change process saves costs, provides the taxpayer more timely and accurate bills, and reduces the dollar amount and number of refunds.
- Published "Property Tax Highlights", a user-friendly publication for the benefit of taxing entities and taxpayers. This publication is designed to assist the community in understanding property tax issues. It became apparent from the increasing number of questions from taxpayers and taxing entities alike, that a publication such as the "Property Tax Highlights" was necessary to improve the understanding of the property tax process by all concerned. Taxpayers could better understand where their tax dollars go and how that is determined. The taxing agencies could better understand and be able to project their property tax revenue. The "Property Tax Highlights" is produced to achieve these objectives. The feedback to date has been very positive. This publication will be produced annually.

### 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. Staff has been working with the Assessor's Office to automate the property tax roll change process. Approximately 11,000 paper requests for roll changes are received annually and processed by the Controller's staff. Automation of this process should result in labor savings in both offices and improve the accuracy and timeliness of property tax bills.

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
- To hire and train the replacement of a senior staff member in charge of tax apportionments

**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 Assessor and the Tax Collector to ensure cost effectiveness of property tax processes and improve services to customers
- Reduce the data entry activity associated with the Property Tax roll changes, and increase the amount of auditing and analysis of the Property Tax roll change system
- Complete automation of the tax apportionment process (Phase II)
- 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 ensure data and process integrity and reliability
- Make tax apportionment information available in electronic formats
- Work with the Assessor and the Tax Collector to rewrite the supplemental tax system
- Continue to be responsive to requests for information by taxpayers

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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of tax roll changes and refunds processed	13,555	18,715	22,711	<11,000	<11,000
Number of tax apportionments made	210	210	210	210	210
Number of Special District transactions processed electronically (data development) <sup>(1)</sup>	---	---	---	---	50
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating Property Tax services good or better	90%	80%	81%	90%	90%
Percent of Property Tax transactions processed electronically (data development) <sup>(1)</sup>	---	---	---	---	100%
Percent of Special District transactions processed electronically (data development) <sup>(1)</sup>	---	---	---	---	100%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of refunds issued correctly	100%	100%	100%	100%	100%
Net County Cost as a percentage of Program's Total Requirements	-31%	-31%	-24%	-24%	-24%

<sup>(1)</sup> Data availability for these measures depends on when the IFAS is capable of performing electronic transfers for property tax.

### Property Tax/Special Accounting (1461P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.8	8.0	7.9	8.0	0.1	8.0
 Total Requirements	1,406,149	1,415,124	1,484,534	1,437,829	(46,705)	1,383,252
Total Sources	1,713,781	1,664,410	1,688,428	1,658,451	(29,977)	1,658,451
Net County Cost	(307,632)	(249,286)	(203,894)	(220,622)	(16,728)	(275,199)
 NCC Breakdown						
Mandated Services			(203,894)	(220,622)	(16,728)	(275,199)

## Discretionary Net County Cost

This program has a negative Net County Cost of \$220,622. Revenues received from tax/assessment fees exceed direct operation costs and are used to offset overhead budgeted in other programs.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; merit increases; increases in handling fees for special assessments and handling fees for bonds; double fill costs for a specialized Senior Accountant transition; decrease in Fund Balance; and deletion of one-time expenditure funded through AB 589 Property Tax Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(29,977)	(11,138)	0	(35,567)	(16,728)	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

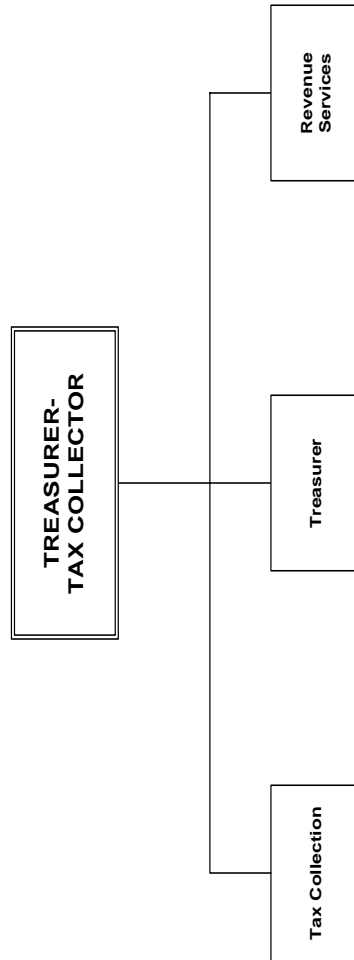
Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and higher benefits costs; and removal of prior year one-time double fill costs for a specialized Senior Accountant transition.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(54,577)	0	0	(54,577)	0

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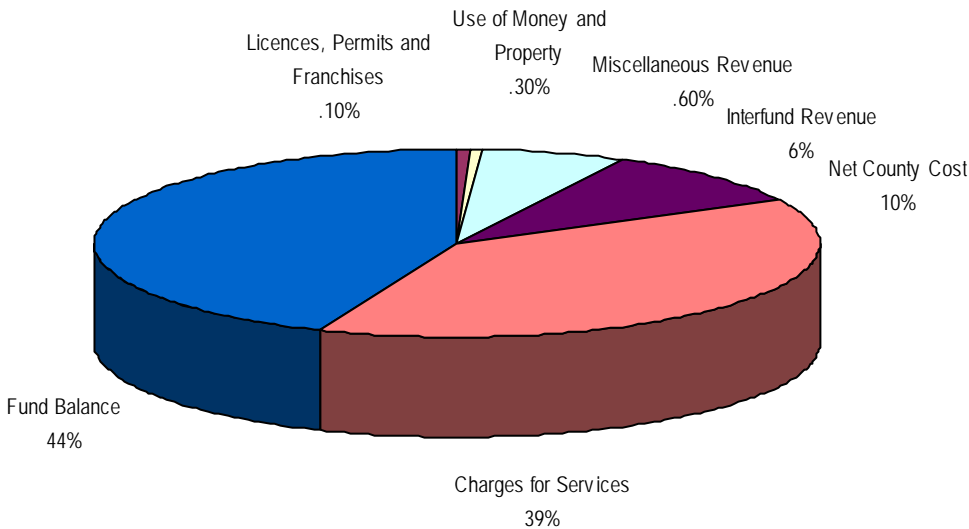


## TREASURER-TAX COLLECTOR

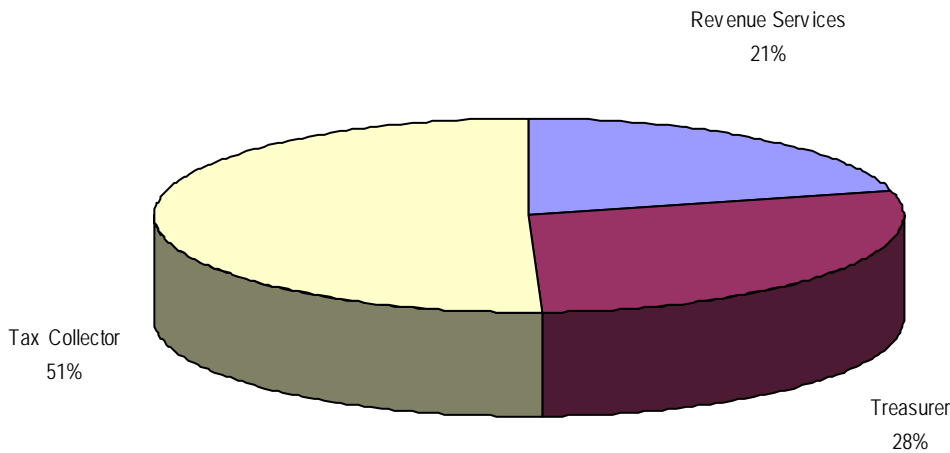


Treasurer - Tax Collector

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements

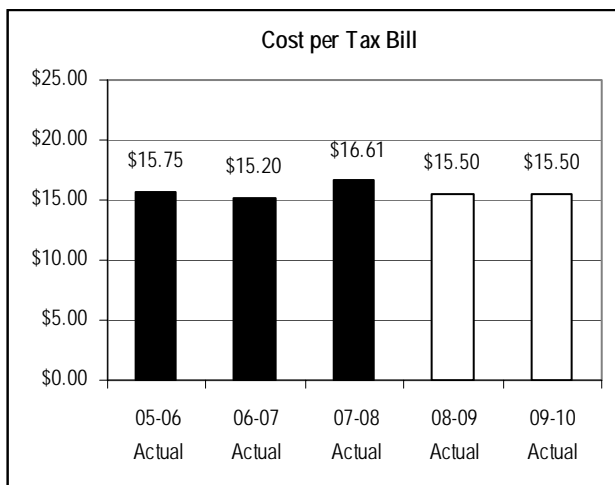
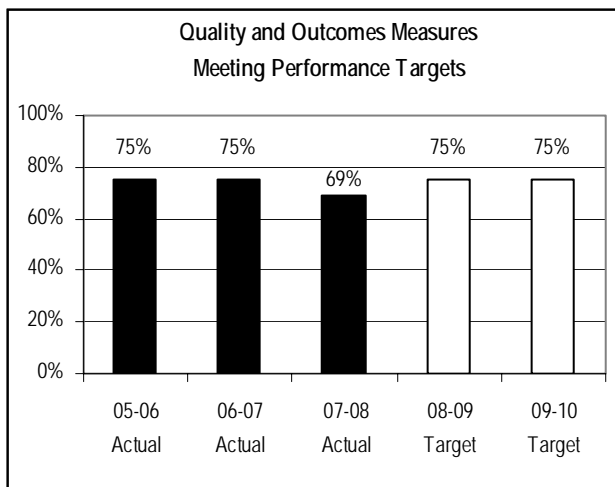


## Department Locator

### 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  
 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, professional

administration of the County treasury and support to County departments in their effort to recover revenues due to the County.

## Contributions to Shared Vision 2010

(Fiscal Years 2000-2007)

### 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 Senior's and the link for online payments. 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. Utilized space on the back of the bill to print generic information thus eliminating tax bill inserts.

##### • **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. Provided parcel map images on the inter-intranet to correspond to the tax bill parcel number. Installed a new Interactive Voice Response (IVR) system that provides voice activated or touch tone options accepting payments on all four tax rolls. Improved the payment processing for Revenue Services by including Optical Character Recognition (OCR) scan lines for payment remittance stubs and automatic posting of payments to clients' accounts. Provided quality collection services for the County at a cost lower than companies in private industry. Installed a new cashing system that improved transaction time and the receipting process identifying areas for growth and efficiencies in the depositing process. Partnered with County Manager's Office to develop and implement on-line tracking of County owned property (COP). Coordinated payment of taxes using journal entries for all County departments required to pay the direct assessment portion of yearly tax bills. Partnered with the Controller to develop and implement an automated process for penalty removal, as approved on appeal, for the secured and unsecured tax rolls. Partnered with the Controller in developing automated tracking for special district charges upload including associated letters and reports. Partnered with the Assessor and Controller in designing a system that implements changes to the tax roll approved by governing boards. Partnered with the Assessor to provide online address changes for taxpayers. Partnered with the San Mateo-Foster City Elementary School District for the pilot phase of the County-wide system facilitating senior applications for parcel tax exemptions that includes a database for managing and tracking exemptions from year to year.

- **Improving services to our Taxpayers**

Changed the hours of operation in the Tax Collectors office to be open to the public during peak tax collection, to allow longer and more convenient payment options for taxpayers to pay taxes. Constructed two new cashiering windows in the Treasurer's office and two revenue collector stations in the Tax Collector's office to accommodate Revenue Services staff. Centralized the cashiering function of the Treasurer-Tax Collector and Revenue Services and extended the hours of operation for Revenue Services customers to 5 days a week. Developed new, and revised old policies, procedures and guidelines to the Transient Occupancy Tax (TOT) program and licensing by updating all applicable forms to be more user-friendly. Automated license application forms are made available on the website or can be electronically sent via e-mail to customers.

- **Increased Revenue**

Achieved one of the highest rated pools in the state based upon earnings and credit rating. In 2007, accepted paying agent responsibilities for 7 school district GO bonds and 8 TRANS increasing dollar proceeds in the pool. Processed 19,451 pieces of medical center bills in 2007, banking \$69,354,853 in revenue. Partnered with the Courts and Probation to develop new and improved programs for fine and fee collections.

- **Electronic Deposits**

Developed a process to allow San Mateo Medical Center (SMMC) state checks to be deposited electronically.

- **Web-Based Application**

Developed a web-based application page to display tax rate information for government agencies and public inquiries. Added the ability to change the address of a tax bill on the Tax Collector's website that is reviewed and approved by the Assessor. Converted reports to electronic format (PDF) to reduce paper use and made reports available to users on the website in keeping with Pandemic Flu requirements. Expanded the County contacts system database to a web-based multi-faceted system to store and maintain contacts by type, purpose and function for all special districts, cities and towns.

- **New or Upgraded Banking Services**

Partnered with the Department of Public Works (DPW), Bay Area Air Quality Management District (BAAQMD), the Controller and HR to research and/or implement new electronic banking services. Currently establishing a web-based payment process for the CAP program of DPW through Union Bank of California, which will allow integration of other DPW areas requiring similar services.

- **Revenue Collections**

Partnered with the Courts, County Manager's Office and the Controller to implement a process that allows the County to recoup a portion of the cost related to "Court Ordered Debt". Redesigned the Revenue Services website and changed the vendor used to process online payments allowing the acceptance of American Express and Discover credit cards as

payment options. Implemented automatic posting payments received from the Franchise Tax Board collection unit. Implemented automatic posting website payments for debtors who wish to pay online or by telephone using their checking account or credit cards.

- **E-commerce Standards**

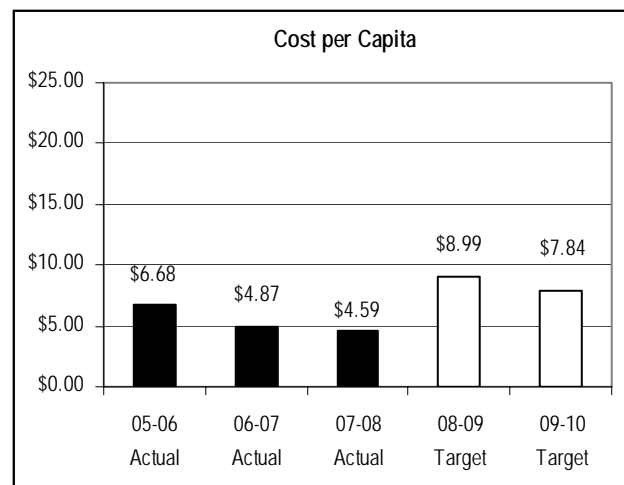
Collaborated with the County Manager's office, Information Services Department (ISD) and the Controller's Office to establish e-commerce standards for receiving and processing e-payments.

- **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.

- **Senior Applications for Parcel Tax Exemptions**

Partnered with the Board of Supervisors 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.



## Major Accomplishments in FY 2007-08

### 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 resulting in an increase in the number of deposits processed
- Installed a new IVR system that allows payments for all four tax rolls
- Reduced paper usage and made reports available to users on the website by converting reports to an electronic format

- Developed and installed new web-based automated board changes for the Controller's ease in making changes to tax rolls ending manual input for most changes
- Centralized the cashing function for the Treasurer-Tax Collector and Revenue Services by constructing two new cashier windows and housing two revenue cashiers, one revenue collector and one revenue office specialist
- Completed the outsourcing of paying agent responsibilities for 56 of 63 General Obligation Bonds to make the process less time-consuming and more efficient, while maintaining the bond proceeds in the County treasury

#### 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. Efforts continue to be made to maintain cost controls associated with these requests. Some costs have been passed on to user departments, specifically in the area of merchant services.
- **Managing Dependency on Others**—The Department 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.
- **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 other departments that require assistance such as the San Mateo Medical Center and Revenue Services.

#### Key Department Initiatives

##### 1. Upgrade Compass Document Management System

###### Major Issues to be Addressed:

- Gathering requirements and creating design specifications

###### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

###### Goals:

- Install bar coding and scanning module
- Install web browser based distribution of documents

###### Objectives:

- Improve and expand the availability and distribution of electronic documents thereby further reducing reliance on paper documents

###### Major Milestones:

- Complete requirements definition (January 2008)
- Complete system installation (August 2008)
- Complete system user acceptance testing (September 2008)
- Final System implementation (October 2008)

###### Partners:

- Information Services Department

###### FY 2007-08 Budget Impact

No impact to Net County Cost. Reserves will be used to finance the project.

##### 2. Effective Delivery of Services

###### Major Issues to be Addressed:

- Providing a more efficient and user friendly phone system for all County debtors that includes general information, faster response time, bill information and payment options
- Include an interface to the Revenue Services database for payments and inquiry

###### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

###### Goals:

- Extend the Tax Collector's new IVR (Interactive Voice Response) system to include Revenue Services
- Objectives:
- Install the new Revenue Services IVR (Interactive Voice Response) system in FY 2008-09

###### Major Milestones:

- Complete and approve contract (August 2008)
- Complete and approve requirements definition (October 2008)
- System development programming (December 2008)

- Complete system user acceptance testing (January 2009)
- Final system implementation (February 2009)

###### Partners:

- Information Services Department

###### FY 2007-08 Budget Impact

No impact to Net County Cost. Reserves will be used to finance the project

##### 3. Implement Check Image Bank Deposits (Check 21/ARC)

###### Major Issues to be Addressed:

- Establish level of savings in banking fees associated with implementation

**Alignment to Shared Vision:**

- Responsive, Effective and Collaborative Government

**Goals:**

- Purchase and implement Check 21/ARC remittance processing software components

**Objectives:**

- To install the new Check 21/ARC remittance processing software components in FY 2008-09, if feasible

**Major Milestones:**

- Determination of feasibility based on banking cost savings (July 2008)
- Software requirements definition and cost proposal (July 2008)
- Approval of contract (August 2008)
- Implementation and approval of the requirements definition (September 2008)
- System Development/Programming (November 2008)
- Completion of system user acceptance testing (January 2009)
- Final system implementation (February 2009)

**Partners:**

- Information Services Department

**FY 2007-08 Budget Impact**

No impact to Net County Cost. Reserves will be used to finance the project.

**Other Significant Objectives by Program**

The Treasurer/Tax Collector includes the following programs:

- Treasurer
- Tax Collector
- Revenue Services

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

**Treasurer**

- Cross train treasury and revenue services cashiers; this will enhance services to the public and address effective continuation of department functions during unanticipated absences and emergencies and align us with Pandemic Flu requirements.

**Tax Collector**

- Gathering requirements and creating design specifications to upgrade the supplemental tax system

**Revenue Services**

- Continue meeting revenue goals while absorbing costs involved to improve technical requirements and collection processes

Treasurer - Tax Collector (1500B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	6,896	5,596	3,650	3,650		3,650
Use of Money and Property	59,720	40,448	40,000	40,000		40,000
Intergovernmental Revenues	13,385					
Charges for Services	4,774,281	5,185,623	3,514,974	3,911,434	396,460	3,911,434
Interfund Revenue	1,051,724	654,512	1,031,000	619,710	(411,290)	619,710
Miscellaneous Revenue	126,780	119,976	81,500	81,500		81,500
<b>Total Revenue</b>	<b>6,032,786</b>	<b>6,006,155</b>	<b>4,671,124</b>	<b>4,656,294</b>	<b>(14,830)</b>	<b>4,656,294</b>
Fund Balance	3,307,152	3,864,733	3,864,733	4,436,123	571,390	3,880,894
<b>TOTAL SOURCES</b>	<b>9,339,938</b>	<b>9,870,888</b>	<b>8,535,857</b>	<b>9,092,417</b>	<b>556,560</b>	<b>8,537,188</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,626,052	5,910,336	6,390,999	6,931,379	540,380	7,097,662
Services and Supplies	1,558,871	1,593,144	3,023,356	2,989,120	(34,236)	2,681,545
Other Charges	980,137	1,057,803	1,059,543	1,140,288	80,745	1,110,288
Fixed Assets	425,473	26,172		182,146	182,146	
<b>Gross Appropriations</b>	<b>8,590,533</b>	<b>8,587,455</b>	<b>10,473,898</b>	<b>11,242,933</b>	<b>769,035</b>	<b>10,889,495</b>
Intrafund Transfers	(2,590,922)	(2,894,235)	(2,810,559)	(2,827,012)	(16,453)	(2,827,012)
<b>Net Appropriations</b>	<b>5,999,612</b>	<b>5,693,220</b>	<b>7,663,339</b>	<b>8,415,921</b>	<b>752,582</b>	<b>8,062,483</b>
Contingencies/Dept Reserves	1,457,378	1,776,121	1,776,121	1,675,205	(100,916)	1,525,205
<b>TOTAL REQUIREMENTS</b>	<b>7,456,990</b>	<b>7,469,341</b>	<b>9,439,460</b>	<b>10,091,126</b>	<b>651,666</b>	<b>9,587,688</b>
<b>NET COUNTY COST</b>	<b>(1,882,948)</b>	<b>(2,401,547)</b>	<b>903,603</b>	<b>998,709</b>	<b>95,106</b>	<b>1,050,500</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	63.0	65.0	65.0	67.0	2.0	67.0
Funded FTE	61.8	63.8	63.8	66.0	2.2	66.0

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources has an increase of \$556,560 or 6.5% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Charges for Services

There is an increase of \$396,460 in this funding source due to increases in commissions on investments. This increase fully offsets an anticipated shortfall in Revenue Services revenue as a result of returning the collections function to the San Mateo Medical Center.

#### Interfund Revenue

There is a decrease of \$411,290 in this funding source due to the loss of collection accounts from the San Mateo Medical Center.

#### Fund Balance

There is an increase of \$571,390 in this funding source due to savings in operating costs in FY 2007-08.

### TOTAL REQUIREMENTS

Total Requirements increased by \$651,666 or 6.9% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$540,380 in this expenditure category due to negotiated labor increases, inclusion of merit increases and other miscellaneous expenditures.

#### Services and Supplies

There is a decrease of \$34,236 in this expenditure category due to reductions in automation related contracts; reductions in the number and cost of legal notices; and the elimination of one-time contract construction for co-locating the Revenue Services cashiering function with other Treasurer Tax Collector functions.

#### Other Charges

There is an increase of \$80,745 in this expenditure category for automation and rental costs for co-locating Revenue Services with Treasurer Tax Collector resulting in increased one-time and ongoing service charges.

#### Fixed Assets

There is an increase of \$182,146 in this expenditure category due to projects in Revenue Services such as the Compass Document Management System and Check 21, which provide paperless systems for viewing electronic documents and improving archiving capabilities, and an extension of the Interactive Voice Response system (IVR).

#### Intrafund Transfers

There is a decrease of \$16,453 in this expenditure category due to a change in methodology for charging fees to the Human Services Agency from a flat fee schedule to 25% of the collected amount.

#### Contingencies/Departmental Reserves

There is a decrease of \$100,916 in this expenditure category due to the use of Reserves for the following projects: Compass Document Management System, Check 21 with Archive and extension of the IVR system to Revenue Services. The balance in Reserves represents 19.9% of Net Appropriations, which exceeds the 2% Reserves policy by \$1,506,887.

### NET COUNTY COST

There is a net increase of \$95,106 or 10.5% in this Department's General Fund allocation primarily due to negotiated labor increases.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$555,229 or 6.5% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Fund Balance

There is a decrease of \$555,229 in this funding source due to one-time cost in FY 2008-09 for the relocation of Revenue Services, purchasing user licenses, system upgrades, and technology research.



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**TOTAL REQUIREMENTS**

Total Requirements decreased by \$503,438 or 5% from the FY 2008-09 Revised to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$166,283 in this expenditure category due to negotiated labor increases and inclusion of merit increases.

Services and Supplies

There is a decrease of \$307,575 in this expenditure category due to the elimination of one-time moving and relocation expenditures, including contract construction, office furniture and equipment.

Other Charges

There is a decrease of \$30,000 in this expenditure category due to the elimination of one-time automation costs for co-locating Revenue Services with Treasurer Tax Collector.

Fixed Assets

There is a decrease of \$182,146 in this expenditure category due to the elimination of one-time equipment purchases

Contingencies/Departmental Reserves

There is a decrease of \$150,000 in this expenditure category due to the use of Reserves for the following projects: Compass Document Management System, Check 21 with Archive and extension of the IVR system to Revenue Services. The balance in Reserves represents 19.9% of Net Appropriations, which exceeds the 2% Reserves policy by \$1,506,887.

**NET COUNTY COST**

There is an increase of \$51,791 or 5.2% in this Department's General Fund allocation due to negotiated labor costs.

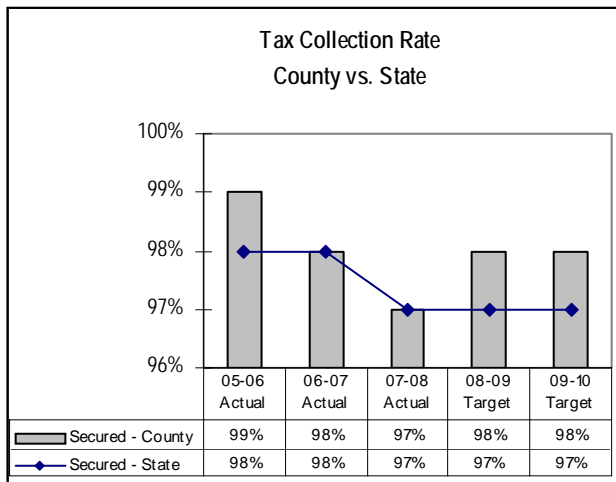
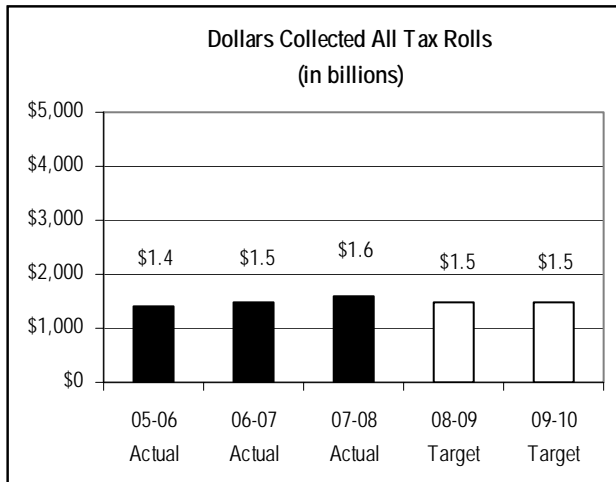
## Tax Collector (1510P)

### 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 appeals; liaison for Proposition 58, 60 and 90 applicants; tax certification for eminent domain process; 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; process all County deposits; payment stub scan lines for County departments; process Medical Center payments; County e-commerce liaison and assists County departments with 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:

- Installed a new IVR (Interactive Voice Response) system that allows payments on all four tax rolls
- Converted reports to electronic format (PDF) and made reports available to users on the website reducing paper usage and made reports available to users on the website
- Automated board changes for the Controller's ease in making Assessor and special district changes to the tax rolls ending manual input for most changes
- Added TOT (Transient Occupancy Tax) forms to the website for reporting ease of affected hotels
- Automated a tracking system for special district charges upload by the Controller including necessary letters and reports

### Story Behind Performance

The Tax Collector's Office processes an average of 350,000 tax bills annually. The secured tax bills were printed and mailed by September 17, 2007. The total dollars collected was \$1.527 billion. The cost to process a tax bill was \$15.20. Responses to CARES surveys indicated that 100% of the customers rated overall satisfaction as good or better.

Combined efforts by the Controller, Assessor and Tax Collector in bi-weekly meetings 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 application. As a result, the tax roll that was extended on September 1, 2004 was the earliest ever. The tax roll for fiscal year 2007-08 was extended on August 31, 2007, which was one day earlier than the previous fiscal year. The first quarter reflects a secured tax collection amount of \$11,172,701. The new measure: "Number of days secured property tax bills are sent past August 15<sup>th</sup> goal date", began in fiscal year 2005-06. Last year's bills were printed by September 11, 2006 and this year all bills were printed and at the mailer by September 17, 2007. The Tax Collector and Assessor's offices continue to work on a solution to electronically submit forms received to the Assessor's system and have developed

a system for address changes. Currently, the Tax Collector and Controller are working on re-writing the supplemental tax and apportionment application. All three offices are working on automated board changes and have made significant progress towards this goal. This fiscal year saw the introduction of the most common changes automated.

The Tax Collector developed the scan line and in-house payment stub for the San Mateo Medical Center. Processing of the patient checks and stubs on the Tax Collector remittance processing machines produces a transaction file of payments that are posted to the Medical Center system and provides their accounting staff with a web-based secured access to patient check and stub images. This project helped the Medical Center realize \$10 million more dollars in the first year of operation.

The Tax Collector developed a browser-based internet application that incorporates all tax rolls. Payment options for these four rolls include credit cards and eCheck. This process has been further expanded to allow receipts for check payments at any desktop location within the Tax Collector's office. Notations are posted automatically to indicate that a payment is currently pending to cut down on duplicate payments.

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

- To research cost benefit analysis of implementing a Check 21 process and acquiring the software to accomplish this goal
- To manage dependency on the Assessor and Controller to provide accurate data for billing and collection purposes
- To minimize reliance on independent companies for system maintenance
- To manage an increased demand for services with limited resources
- To improve efficiency while abiding by the constraints of State laws that govern 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

- Complete automated board changes with the Assessor and Controller
- Test and implement the Supplemental tax and apportionment application
- Continue to explore the option of converting checks into electronic transaction file or Automatic Clearing House (ACH) transmission

Decrease the Number of Tax Bills to 340,000

- 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 improve the Secured tax roll extension process on the Tax Collector's AS/400 server by expanding the pilot

program for web-based input of special charges to include all districts when making 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of property tax bills issued	316,571	349,126	310,970	340,000	330,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of days secured property tax bills are sent past August 15th goal date	22	27	33	20	20
Cost per bill <sup>(1)</sup>	\$15.75	\$15.20	\$16.61	\$15.50	\$15.50
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Dollars collected (all tax rolls)	\$1.4B	\$1.5B	\$1.6B	\$1.5B	\$1.5B
Collection rate:					
- Secured (County)	99%	98%	97%	98%	98%
- Unsecured (County)	98%	99%	99%	97%	97%
- Secured (Statewide Average)	98%	98%	97%	97%	97%
- Unsecured (Statewide Average)	94%	95%	94%	96%	96%

<sup>(1)</sup> The cost per property tax bill is derived by dividing the annual number of bills by salaries and benefits and includes additional associated costs such as paper, printing, envelopes, postage, contract programmer maintenance and AS400 costs through ISD.

### Tax Collector (1510P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	18.0	19.0	19.0	19.0		19.0
Funded FTE	18.0	18.3	18.3	19.0	0.7	19.0
<b>Total Requirements</b>	4,226,028	4,082,470	5,152,294	5,112,850	(39,444)	5,044,149
<b>Total Sources</b>	3,826,334	4,118,903	3,615,909	3,644,969	29,060	3,617,240
<b>Net County Cost</b>	399,693	(36,432)	1,536,385	1,467,881	(68,504)	1,426,909
<b>NCC Breakdown</b>						
A-87 Cost Plan			56,868	17,672	(39,196)	17,671
Mandated Services			1,479,517	1,450,209	(29,308)	1,409,238

### Discretionary Net County Cost

This Program has a Net County Cost (NCC) of \$1,467,881. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; inclusion of administrative leave cash out and a decrease in Other Professional Services Contracts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(68,504)	0	0	(68,504)	0

### 2. TMS Image- Check 21 Project

One-time funding from Reserves has been appropriated to cover costs associated with implementing Check 21, a project which will allow depositing to the financial institution through the transfer of check images as opposed to the physical check. Archiving the images will also be conducted. Research will first be performed to confirm that this process will generate a savings in banking fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	167,156	0	(167,156)	0	0

### 3. IVR Development System

One-time funding from Reserves has been appropriated to cover the costs associated with extending the Tax Collector's Interactive Voice Response System (IVR) to Revenue Services to provide a more efficient and user friendly phone system for all County debtors that includes general information, faster response time, bill information and payment options.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	19,328	0	(19,328)	0	0

### 4. Adjustment to Fund Balance

Additional Fund Balance generated in FY 2007-08 will be used for system upgrades and to assist with technology research. Remaining funds will be set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,060	27,729	0	1,331	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,060	145,709	0	(185,153)	(68,504)	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 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. One-time projects such as the Compass Document System, Check 21, and IVR Development will be completed in FY 2008-09. Project costs have been eliminated and more than offset increases in contract appropriation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(40,972)	0	0	(40,972)	0

### 6. Adjustment to Fund Balance

One-time Fund Balance and appropriation for system upgrades and technology research have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(27,729)	(27,729)	0	0	0	0

### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(27,729)	(68,701)	0	0	(40,972)	0

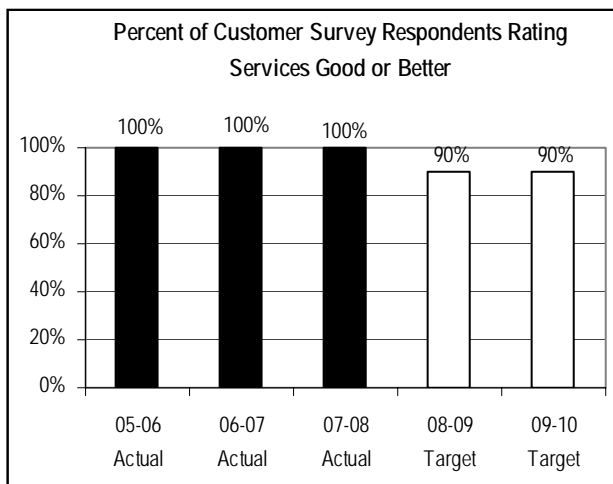
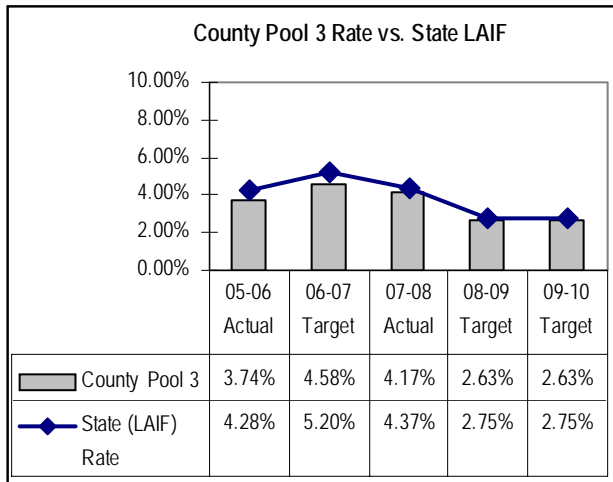
## Treasurer (1520P)

### 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 to the County and its taxpayers: County Pool investments; cashiering; banking; opening San Mateo Medical Center 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 and credit rating
- Accepted Paying Agent responsibilities for seven General Obligation bonds (new and refunding) and 8 TRANS increasing dollar proceeds in the pool
- Outsourced 56 of 63 GO Bonds to Bank of New York thereby eliminating manual payment processes while retaining funds in the County pool
- Implemented electronic banking services for Revenue Services and the Department of Public Works CAP program
- Opened 26,232 pieces of San Mateo Medical Center accounts receivable mail resulting in 19,451 payments prepared for processing, banking \$69,354,853.00 in revenue
- Centralized the cashiering function for both Treasurer-Tax Collector and Revenue Services thereby extending the hours of operation to the public

### Story Behind Performance

The Treasurer's Office currently manages 1060 funds. Cost controls on banking and custodial services have improved with the implementation of department charge backs on merchant services banking fees. Digital imaging of deposits has created improved access to data and long-term storage capabilities. In FY 2007-08, the Treasurer's Office processed 48,994 deposits, 98% within one day of receipt.

The Treasurer's Office, in managing the Pool Fund, has provided above average earnings consistent with similar funds with like securities. The size of the Pool increased approximately \$118,172,120 in FY 2007-08, primarily due to bond issues.

The County's cash flow forecasting remains strong. 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 seven General Obligation Bonds. Communications with pool participants continues to improve via customer surveys and reporting options being provided electronically.

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

- To recover Lehman losses by pursuing both legislative and court remedies

- To actively manage pooled funds during high levels of market volatility and uncertainty
- 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 maintain banking costs while implementing more banking services allowing other departments to run more efficiently
- To manage costs associated with purchasing and implementing new and improved services
- To decrease untimely remittance of cash receipts 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%

- Work with county Investment Advisory Committee and pool participants in reviewing and revising the County's Investment Policy.
- Continue to distribute customer service surveys to taxpayers and pool participants and explore the possibility of making 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

#### Process 98% of Deposits Within One Day

- Continue to relay refined policies and procedures to depositing departments regarding submitting cash receipts (CRs) and advising the Treasurer's Office of incoming funds in a timely manner

#### Cross-Train Treasury and Revenue Services Cashiers

- Enhance services to the public
- Address effective continuation of department functions during unanticipated absences and emergencies
- Align us with Pandemic Flu requirements
- Complete training by January, 2009



## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of voluntary fund accounts managed <sup>(1)</sup> (data development)	---	---	---	164	164
Dollar amount of voluntary funds managed <sup>(2)</sup>	---	---	---	\$850,000,000	\$850,000,000
Number of deposits processed <sup>(3)</sup>	30,669	77,287	48,994	68,000	68,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating services good or better	100%	100%	100%	90%	90%
Percent of deposits processed within one day	96%	98%	98%	98%	98%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Dollar <sup>(4)</sup> / percent <sup>(5)</sup> growth in County Pool due to investments	\$80,873,887 / 3.87%	\$112,339,940 / 4.71%	\$118,172,120 / 4.30%	\$77,000,000 / 2.75%	\$77,000,000 / 2.75%
County Pool 3 yield rate vs. Local Agency Investment Fund (LAIF): <sup>(6)</sup>					
- Pool 3	3.74%	4.58%	4.17%	2.63%	2.63%
- LAIF	4.28%	5.20%	4.37%	2.75%	2.75%

<sup>(1)</sup> This is a new measure for FY 2008-09. It reflects voluntary funds only with a goal to maintain existing funds and attempt to gain additional participants.

<sup>(2)</sup> This is a new Measure for FY 2008-09. It reflects the dollar amount balance at the end of the fiscal year. Historically, the balance has reflected approximately 30% of total pooled funds.

<sup>(3)</sup> Generating reports from the new CORE cashiering system uncovered the fact that the previous CASHnet system was excluding tax deposits in its reports due to a program error. FY 2007-08 targets are based on true estimated deposit activity.

<sup>(4)</sup> This represents gross investment/security earnings.

<sup>(5)</sup> This represents gross earnings rate.

<sup>(6)</sup> Percentages under Pool 3 yield rate vs. LAIF are net rates (after fees and charges).

## Treasurer (1520P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	12.0	12.0	12.0	12.0		12.0
Funded FTE	11.0	12.0	12.0	12.0		12.0
 Total Requirements	2,367,187	2,553,727	2,776,203	2,865,142	88,939	2,853,650
Total Sources	4,150,415	4,478,126	3,299,314	3,730,774	431,460	3,695,774
Net County Cost	(1,783,228)	(1,924,400)	(523,111)	(865,632)	(342,521)	(842,124)
 NCC Breakdown						
Mandated Services			(523,111)	(865,632)	(342,521)	(842,124)

### Discretionary Net County Cost

This Program has a negative Net County Cost (NCC) of \$865,632. In addition to the services provided to investment pool participants by employees within this budget unit, additional support services are necessary and are provided by employees outside of this budget unit. Revenues received from Treasury Commissions are used to offset the costs of this additional support.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; An increase in Commissions revenue has been used to offset the decrease in Revenue Services due to the loss of Medical Center accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
396,460	53,939	0	0	(342,521)	0

#### 2. Adjustment to Fund Balance

Fund Balance will be used for upgrades to investment information equipment.

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

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
431,460	88,939	0	0	(342,521)	2

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-2010 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: appropriations have been increased to include negotiated labor and merit increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	23,508	0	0	23,508	0

### 4. Adjustment to Fund Balance

One-time use of Fund Balance for the upgrades to investment information equipment has been eliminated.

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

### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(35,000)	(11,492)	0	0	23,508	0

## Revenue Services Program (1530P)

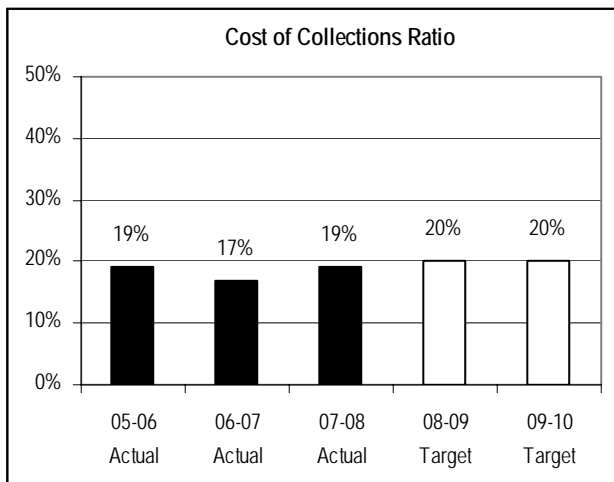
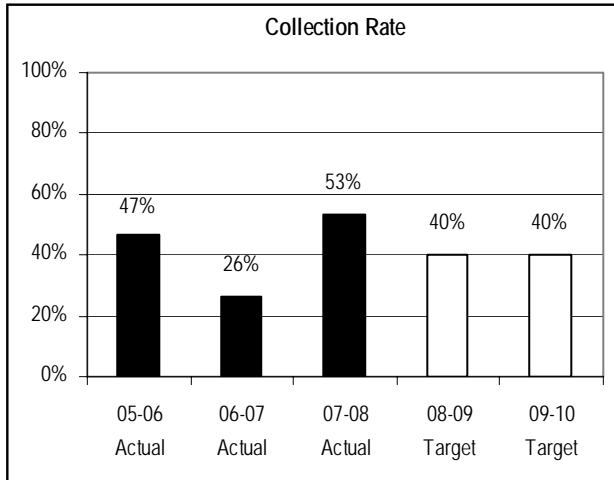
### Program Locator

#### County

Administration and Fiscal  
Treasurer-Tax Collector  
Tax Collector  
Treasurer

#### ► Revenue Services

### Headline Measures



### Program Outcome Statement

Revenue Services provides billing and revenue debt collection services to County departments in a cost-effective manner to maximize revenue recovery.

### Services and Accomplishments

Revenue Services 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 the San Mateo Medical Center (SMMC), Courts, Probation, 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 auto-posting website payments for debtors who wished to pay outstanding invoices either online or by telephone using their checking accounts and/or credit cards
- Implemented auto-posting payments received from the Franchise Tax Board collection unit
- Continued to utilize direct payment deposit program with the Treasurer's Office to include auto-posting of payments
- Redesigned the Revenue Services website and changed the vendor used to process online payments. This allowed Revenue Services to accept American Express and Discover credit cards as payment options offered to debtors
- Completed conversion of Probation accounts
- Partnered with the Courts, County Manager's Office and the Controller's Office to implement the process which allows the County to recoup a portion of the cost related to "Court Ordered Debt"
- Evaluated the feasibility of utilizing software to store division reports as well as e-mailing reports to specific end users
- Implemented a 9/80 work schedule to include Fridays in our current hours of operation to the public

### Story Behind Performance

Revenue Services continues to meet or exceed both its revenue and expenditure goals. Revenue for FY 2007-08 were \$18,941,298. The Division exceed the year-end goal of \$18,000,000. During the FY 2007-08 the San Mateo County Medical Center has retained accounts for a longer period of time prior to sending them to Revenue Services impacting the dollar amount and number of accounts received which is reflected in the \$1,000,000 decrease in revenue collections compared to FY 2006-07. Revenue Services will continue to achieve a revenue-to-expenditure ratio of 20%. The staff will continue to contact all debtors five days after receiving accounts and will provide timely and cost effective services while striving to maintain a strong collection rate.

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

- To maintain or increase dollar amounts collected and the number of accounts received
- To explore and implement new technologies and collection tools
- To research additional collection opportunities

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## Program Objectives

Revenue Services will meet performance targets by doing the following:

### Upgrade Compass Document Management System

- Continue to Improve and expand the availability and distribution of electronic documents thereby further reducing reliance on paper documents

### Effective Delivery of Services

- Install a new Revenue Services Interactive Voice Response System

### Achieve a 40% Collection Rate

- Continue to utilize the Employment Development Department software to locate employment information for debtors and continue to utilize other collection tools such as DMV and Merlin to locate debtors

### Increase the Cost of Collection Ratio to 20%

- Develop and implement an automatic posting process for revenue services accounts

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Dollar amount of accounts received <sup>(1)</sup>	\$39M	\$72.6M	\$35.7M	\$30M	\$30M
Number of accounts received	71,870	111,950	51,970	50,000	50,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of debtors contacted within five days of receipt	100%	100%	100%	100%	100%
Percent of accounts collected <sup>(2)</sup>	40%	27%	55%	40%	40%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Dollars collected <sup>(3)</sup>	\$18.4M	\$20.3M	\$18.9M	\$18.0M	\$18.0M
Total cost of collections <sup>(4)</sup>	\$3.4M	\$3.4M	\$3.6M	\$3.5M	\$3.5M
Collections rate	47%	26%	53%	40%	40%
Cost of collections ratio	19%	17%	19%	20%	20%

<sup>(1)</sup> San Mateo County Medical Center retain accounts longer and are referring fewer accounts for collection services.

<sup>(2)</sup> Average age of accounts received from the San Mateo County Medical Center are over one year past due resulting in more time intensive collection efforts.

<sup>(3)</sup> Decrease due to declining San Mateo County Medical Center referrals and poor economy.

<sup>(4)</sup> Increases due to salary increases and automation projects.

### Revenue Services Program (1530P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	33.0	34.0	34.0	36.0	2.0	36.0
Funded FTE	32.8	33.5	33.5	35.0	1.5	35.0
 Total Requirements	863,775	833,144	1,510,963	2,113,134	602,171	1,689,889
Total Sources	1,363,188	1,273,859	1,620,634	1,716,674	96,040	1,224,174
Net County Cost	(499,413)	(440,715)	(109,671)	396,460	506,131	465,715
 NCC Breakdown						
Non-Mandated Services			(109,671)	396,460	506,131	465,715

## Discretionary Net County Cost

This Program has a Net County Cost (NCC) of \$396,460. Revenue received from the Treasurer's Commissions will offset this cost.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increase in miscellaneous contracts; and a decrease in revenue due to the loss of Medical Center accounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(396,460)	206,124	(96,453)	0	506,131	0

### 2. Compass Document Management System

One-time funding from Reserves has been appropriated to offset costs associated with the Compass Document Management System, a project that will improve and expand the availability and distribution of electronic documents thereby further reducing reliance on paper documents.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	24,792	0	(24,792)	0	0

### 3. IVR Development System

One-time funding from Reserves has been appropriated to offset costs associated with extending the Tax Collector's Interactive Voice Response System (IVR) for Revenue Services to provide a more efficient and user friendly phone system for all County debtors, which includes general information, bill information, payment options, and faster response time.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	40,971	0	(40,971)	0	0

### 4. Human Services Agency Revenue Collections Contract

The amount of the agreement with the Human Services Agency for revenue collection services and reimbursement for contract cost has been reduced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(80,000)	80,000	0	0	0

### 5. Relocation of Revenue Services

Revenue Services will be moving from 455 County Center to 555 County Center in order to co-locate with other Treasurer-Tax Collector staff and support functions. Contract appropriation has been reduced to fully offset the increase in rent.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	85,000	0	0	85,000	0
0	(85,000)	0	0	(85,000)	0

**6. Addition of Two Revenue Collectors**

Revenue Services has added two Revenue Collector II positions to assist with the collection process for San Mateo Medical Center and will be fully offset with reductions in other operating expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	82,836	0	0	82,836	2
0	(82,836)	0	0	(82,36)	0

**7. Adjustment to Fund Balance**

Fund Balance will be used to fully offset remaining costs of the relocation of Revenue Services and for purchasing user licenses and software. Remaining Fund Balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
492,500	342,500	0	150,000	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
96,040	534,387	(16,453)	(84,327)	506,131	2

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases, partially offset by the elimination of one-time projects costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	69,255	0	0	69,255	0

**9. Adjustment to Fund Balance**

One-time Fund Balance for the remaining costs of the relocation of Revenue Services and purchase of user licenses and software has been eliminated.

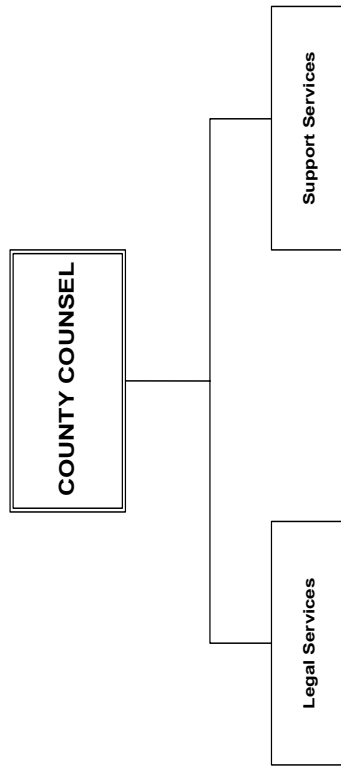
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(492,500)	(342,500)	0	(150,000)	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(492,500)	(273,245)	0	(150,000)	69,255	0

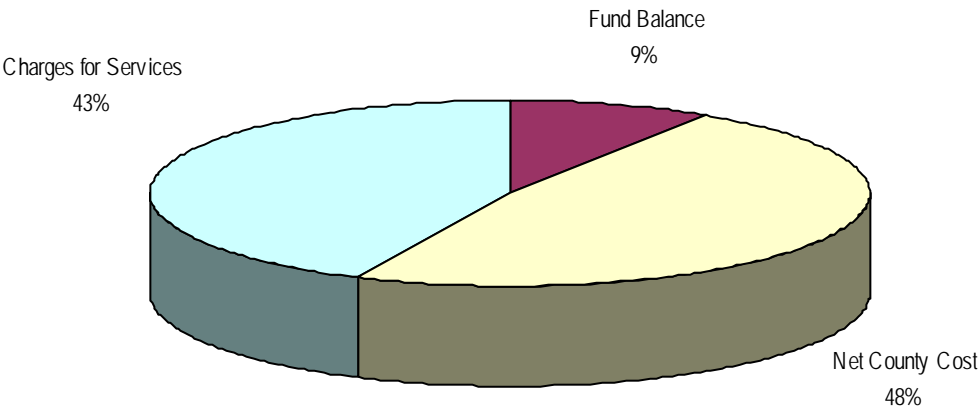


**COUNTY COUNSEL'S OFFICE**

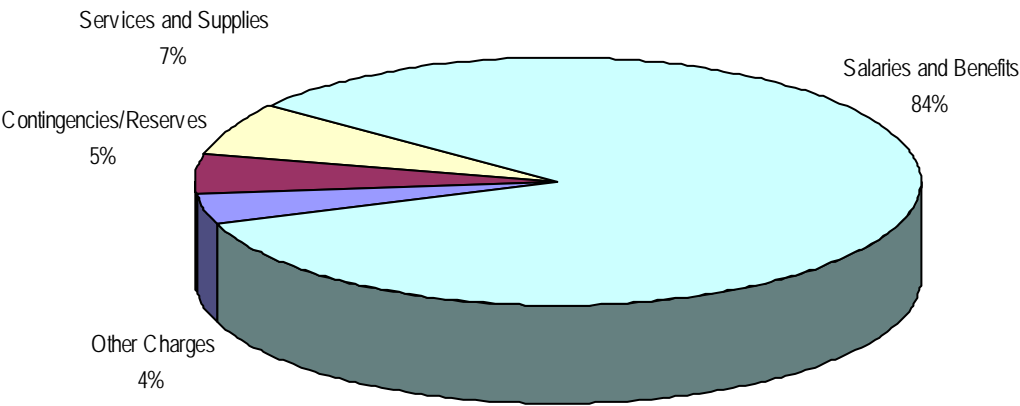


# County Counsel

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements

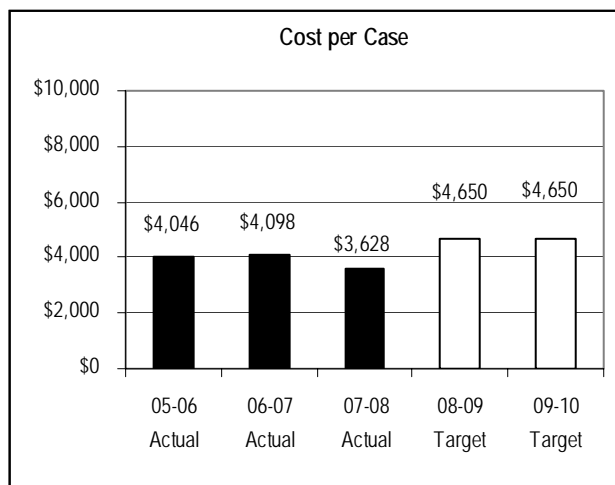
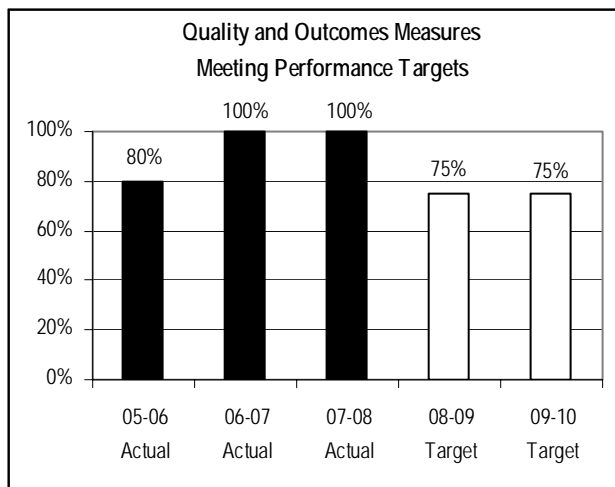


## Department Locator

### 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  
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 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

(Fiscal Years 2000-2007)

### PEOPLE

#### Realize The Potential Of Our Diverse Population

- Advised Assessor-County Clerk-Recorder in matters relating to compliance with federal and state voting machine requirements
- Worked with County Manager's Office to prepare materials encouraging broad participation in boards and commissions and helping members understand their roles and responsibilities

#### Ensure Basic Health and Safety for All

- Prosecuted and defended cases which include, but are not limited to, the conservatorship program and child protective services program which helps vulnerable people achieve a better quality of life
- Assisted in contract requirements for the County's equal employment goals and the Equal Benefits Ordinance
- Assisted the County Manager and San Mateo Medical Center in updating the indigent healthcare (WELL) program
- Provided targeted legal advice in support of the Blue Ribbon Task Force's efforts to create a program of healthcare to the uninsured and research alternative sources of revenue to support County health services
- Assisted the County Fire Marshall in preparation of local modifications to the recently adopted Uniform Fire Code.
- Supported and advised the Jail Overcrowding Task Force in exploration of alternatives to existing jail facilities and programs
- Continued efforts to regulate tobacco retailers

#### Provide Equal Access to Educational Opportunity

- Provided legal advice to twenty two of the twenty three school districts in the County
- Represented school districts in special education proceedings, which resulted in appropriate educational placements for students with special needs

### PLACE

#### Offer a Full Range of Housing Choices

- Supported housing for people at all income levels through representation of the Department of Housing, including review of proposed policies and contracts by providing support and advice regarding the adoption of the inclusionary zoning ordinance
- Supported innovative and time sensitive purchase of transitional housing for emancipated foster youth

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

- Helped Public Works Director and Planning Department respond to federal regulations regarding areas of special biological significance
- Prepared agreement that will provide alternative and additional facilities for residents to use during and following the renovation of the Folger stables at Wunderlich Park
- Provided legal support to the transfer for the San Bruno Mountain Habitat Conservation Plan Trust

### PROSPERITY

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

- Participated in litigation against natural gas providers who overcharged their customers during the energy crisis of 2000 and 2001, which has the potential to result in recovery of several hundred thousand dollars that the providers overcharged the County
- Represented the Assessor and the Assessment Appeals Board in litigation to ensure the payment of several millions of dollars in tax proceeds to the County of San Mateo

### PARTNERSHIPS

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

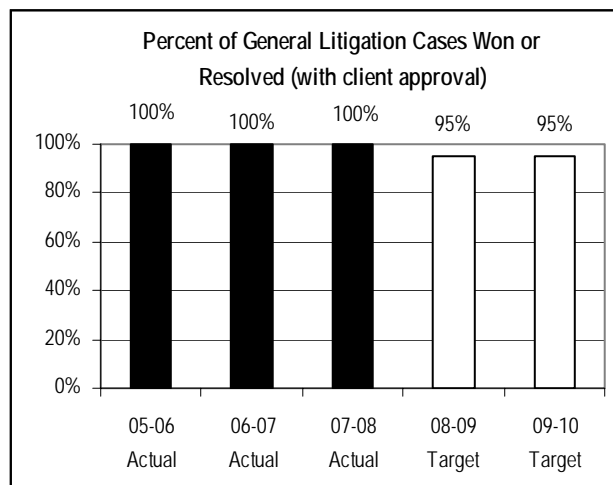
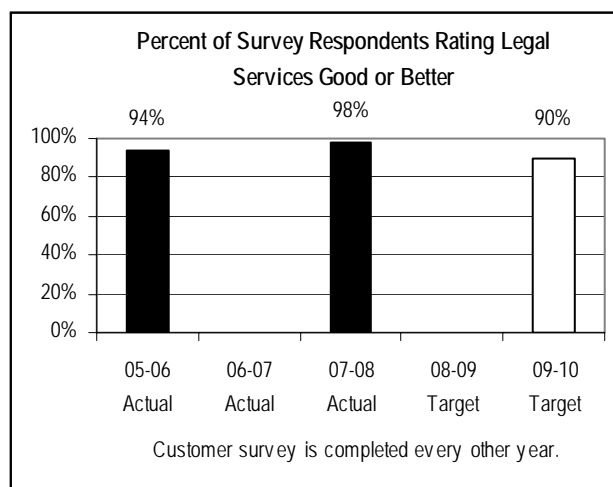
- Joined in the public nuisance action against paint manufacturers to remedy damages caused by lead poisoning, which is a present danger to the health and well-being of people throughout the county, particularly children
- Assist in coordination of city resolutions to allow countywide enforcement of Health Officer orders
- Coordinated with every city for the extension and modification of county wide Peninsula Humane Society agreement
- Conducted sexual harassment training for several hundred county educators

#### Responsive, Effective and Collaborative Government

- Provided legal advice to City/County Association of Governments (C/CAG)
- Assisted in developing a Memorandum of Understanding (MOU) between city law enforcement agencies and the Sheriff to provide for a coordinated approach to countywide law enforcement issues
- Drafted an update to the MOU between county law enforcement agencies and Children and Family Services to facilitate a coordinated response to child protective service issues
- Provided legal assistance, when necessary to County transportation agencies
- Developed protocol for County departments to respond to an increasing volume of request for records under the California Public Records Act

- Provided legal advice to a variety of independent but related local government agencies, including the First Five Commission, the Health Commission and the Courts
- Helped Department of Public Works prepare publications that make residents aware of their rights and the County's responsibilities relating to infrastructure, such as sewers, roads and sidewalks
- Administered the County's Whistleblower program

### Headline Measures



### Services and Accomplishments

The County Counsel's Office 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:

- Litigated several significant employment and civil rights cases to conclusion
- Successfully defended legal challenges to the methodology used in counting referendum signatures and landowner protests
- Continued extensive formal training program for more than one hundred Child Protective Services social workers, in accordance with the recommendations of the Blue Ribbon Committee
- Assisted in the implementation of the San Mateo County Organizational Review and drafted corresponding ordinance code amendments
- Drafted watershed protection ordinance that will integrate existing legal requirements under Water Pollution laws and Endangered Species laws under one county ordinance
- Drafted legislation regarding powers and duties of alternate trustees to the retirement board of trustees
- Created Intellectual Property Team, which gives advice relating to protecting the County's intellectual property interest as well as honor the intellectual property interests of others
- Completed successful management transition following the retirement of San Mateo County's first County Counsel

### Story Behind Performance

The County Counsel's Office conducted its comprehensive customer satisfaction survey in the fall of 2007. In all, 59 responses were obtained. On average, 98% 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, 98% of survey respondents rated legal services provided by staff as good or better. The fall 2007 survey reflects continued improvement in communication and responsiveness of staff from the 2005 survey but additional improvement is needed. The office intends to conduct the survey at two-year intervals and the next survey will be conducted in the fall of 2009.

### Major Issues to be Addressed

- The Office anticipates an increase in assistance to County departments as a result of the Organizational Review as well as recent changes in departmental leadership.
- The Office anticipates further complex legal issues related to the development of the provision of health care for the under insured and uninsured.
- The Office anticipates a need to continue to support the Department of Public Works in its efforts to arrive at sewer service charges for two sewer maintenance districts that have

presented successful majority protests of proposed rate increases over the past few years.

- The Office anticipates a need to help the Sheriff and the Public Works Director to resolve the South Bayside System Authority's claim that debris from the jail has resulted in major damage to the sewer system.
- The Office anticipates assisting with legal issues relating to the selection process and negotiation of a countywide emergency care ambulance provider contract.
- The Office anticipates providing legal assistance in regards to the need for additional correctional facilities.

### Department Objectives

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

#### Win or Resolve with the Approval of the Client, 95% of General Litigation Cases and Potential Litigation

- 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
- Work to resolve disputes to avoid litigation
- Use available resources within the office (attorneys, paralegals and secretarial staff) to optimally staff each case according to the risk of liability

#### Achieve an Overall Client Satisfaction Rate of at Least 90%

- Explore ways to increase responsiveness to client request for services and improve communications with clients
- 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of customer agencies served					
- County departments	20	27	27	27	27
- Schools districts	23	23	23	24	24
- Other agencies (JPAs, Special Districts)	30	30	30	30	30
Number of cases					
- Probate proceedings	1,239	1,260	1,257	1,200	1,200
- Children Services litigation	262	252	282	300	300
- General liability	157	118	246	250	250
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of general litigation cases won or resolved with approval of client	100%	100%	100%	95%	95%
Attorneys per capita	1: 33,554	1: 30,581	1: 30,579	1: 32,096	1: 32,808
Cost per capita as compared with surrounding counties					
- San Mateo County	\$9.13	\$8.17	\$9.70	\$11.50	\$11.78
- Surrounding counties	\$10.77	\$12.04	\$11.83	\$12.32	\$12.81
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 / Effect)</b>					
Percent of customer survey respondents rating legal services good or better <sup>(1)</sup>	94%	---	98%	---	90%

<sup>(1)</sup> Customer survey is completed every other year.

County Counsel (1600B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	2,999,560	3,658,904	3,542,471	3,676,564	134,093	3,679,520
Interfund Revenue	270,610					
Miscellaneous Revenue	3,700	16,193	1,000	1,000		1,000
<b>Total Revenue</b>	<b>3,273,870</b>	<b>3,675,097</b>	<b>3,543,471</b>	<b>3,677,564</b>	<b>134,093</b>	<b>3,680,520</b>
Fund Balance	859,302	622,543	622,543	790,185	167,642	790,185
<b>TOTAL SOURCES</b>	<b>4,133,172</b>	<b>4,297,640</b>	<b>4,166,014</b>	<b>4,467,749</b>	<b>301,735</b>	<b>4,470,705</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,564,660	7,330,831	7,436,333	8,107,911	671,578	8,277,702
Services and Supplies	307,911	447,835	821,662	651,350	(170,312)	630,350
Other Charges	337,341	376,675	345,542	379,688	34,146	379,688
Fixed Assets		18,041				
<b>Gross Appropriations</b>	<b>7,209,911</b>	<b>8,173,383</b>	<b>8,603,537</b>	<b>9,138,949</b>	<b>535,412</b>	<b>9,287,740</b>
Intrafund Transfers	(1,219,288)	(1,180,254)	(1,132,104)	(1,120,224)	11,880	(1,154,224)
<b>Net Appropriations</b>	<b>5,990,623</b>	<b>6,993,129</b>	<b>7,471,433</b>	<b>8,018,725</b>	<b>547,292</b>	<b>8,133,516</b>
Contingencies/Dept Reserves	153,544	256,665	256,665	512,304	255,639	502,304
<b>TOTAL REQUIREMENTS</b>	<b>6,144,167</b>	<b>7,249,794</b>	<b>7,728,098</b>	<b>8,531,029</b>	<b>802,931</b>	<b>8,635,820</b>
<b>NET COUNTY COST</b>	<b>2,010,995</b>	<b>2,952,154</b>	<b>3,562,084</b>	<b>4,063,280</b>	<b>501,196</b>	<b>4,165,115</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	41.0	40.0	40.0	40.0		40.0
Funded FTE	40.7	37.8	37.8	38.6	0.8	38.6

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$301,735 or 7.2% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Charges for Services

There is an increase of \$134,093 in this funding source due to increased reimbursement of costs for legal services provided to County agencies, school districts and the County's Risk Management Program.

#### Fund Balance

There is a net increase of \$167,642 in this funding source primarily due to increased recovery of litigation expenditures and deferred replacement of equipment.

### TOTAL REQUIREMENTS

Total Requirements increased by \$802,931 or 10.4% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$671,578 in this expenditure category primarily due to negotiated labor increases; merit increases and increased retiree health costs.

#### Services and Supplies

There is a net decrease of \$170,312 in this expenditure category primarily due to the elimination of one-time technology and equipment costs for the implementation of the department's upgraded computer system. Increases have been partially offset with reductions in other operating costs.

#### Other Charges

There is a net increase of \$34,146 in this expenditure category primarily due to increased automation support for the Department's computer system and miscellaneous adjustments in service charges from other departments.

#### Intrafund Transfers

There is a net decrease of \$11,880 in this expenditure category due to minor reductions in reimbursements for legal services provided to other County departments that have federal and state funding to offset these costs.

#### Contingencies and Departmental Reserves

There is a net increase in this expenditure category of \$255,639. The balance in Reserves represents 6.4% of Net Appropriation, which exceeds the 2% Reserves policy by \$351,929.

### NET COUNTY COST

There is an increase of \$501,196 or 14.1% in this Department's General Fund allocation. This increase is primarily due to negotiated labor increases, merit increases, and annualization of mid-year position changes.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$301,735 or 0.07% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Charges for Services

There is a net increase of \$2,956 in this funding source due to increased labor costs to provide legal services to County agencies and school districts.

### TOTAL REQUIREMENTS

Total Requirements increased by \$104,791 or 1.2% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$169,791 or 2.1% in this expenditure category due to negotiated increases and inclusion of merit increases.

#### Services and Supplies

There is a net decrease of \$21,000 in this expenditure category due to reduction in operating costs to meet Net County Cost target.



Intrafund Transfers

There is a net increase of \$34,000 in this expenditure category due to increased reimbursements for legal services provided to other County departments that have federal and state funding to offset the costs.

Contingencies/Departmental Reserves

There is a net decrease of \$10,000 in this expenditure to meet Net County Cost target. The remaining balance in Reserves represents 6.2% of Net Appropriation, which exceeds the 2% Reserves policy by \$341,929.

**NET COUNTY COST**

There is an increase of \$101,835 or 2.5% in this Department's General Fund allocation. This increase is primarily due to merit increases and negotiated labor increases.

## County Counsel (1600B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	41.0	40.0	40.0	40.0		40.0
Funded FTE	40.7	37.8	37.8	38.6	0.8	38.6
 Total Requirements	6,144,167	7,249,794	7,728,098	8,531,029	802,931	8,635,820
Total Sources	4,133,172	4,297,640	4,166,014	4,467,749	301,735	4,470,705
Net County Cost	2,010,995	2,952,154	3,562,084	4,063,280	501,196	4,165,115
 NCC Breakdown						
A-87 Cost Plan			1,915,519	3,771,121	1,855,602	3,771,121
Mandated Services			284,781	202,980	(81,801)	292,151
Non-Mandated Services			1,361,784	89,179	(1,272,605)	101,843

**Discretionary Net County Cost**

The portion of this Program's FY 2008-09 Adopted Budget, which is funded by the General Fund or Net County Cost (NCC) is \$4,063,280 or 47.6% of which \$89,179 is discretionary. This discretionary amount includes mandated services currently provided with no maintenance-of-effort or local match requirements, and discretionary services such as litigation and consulting services.

**FY 2008-09 Program Funding Adjustments**

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; a reduction in Fund Balance and a reduction in reimbursement for legal services provided to other County departments. Cost increases have been partially offset with reductions in operating costs such as the elimination of technology upgrades; elimination of one-time replacement of non-ergonomic furniture and an increased fee for legal services for probate conservatorship matters.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
46,096	535,412	11,880	0	501,196	0

**2. Adjustments to Fund Balance**

Additional Fund Balance generated by salary savings has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
255,639	0	0	255,639	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
301,735	535,412	11,880	255,639	501,196	0

**FY 2009-10 Program Funding Adjustments**

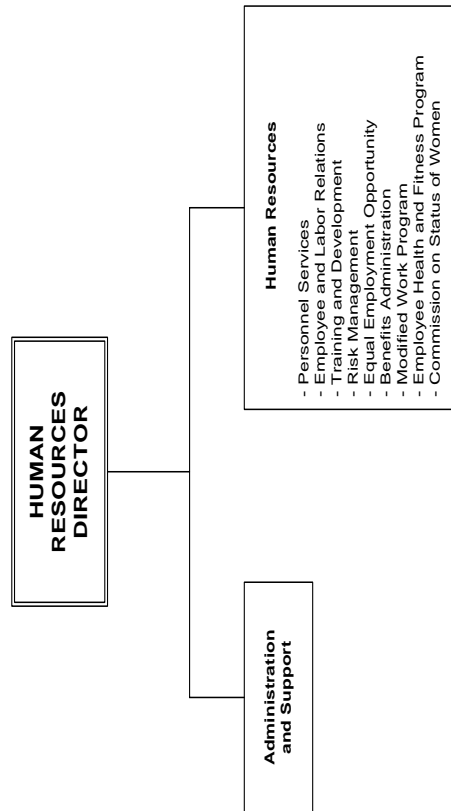
The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases. These increases have been offset with reductions in other operating costs. Fees for legal services have been increased and Reserves have been used to further offset costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,956	148,791	(34,000)	(10,000)	101,835	0

# HUMAN RESOURCES DEPARTMENT



## 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

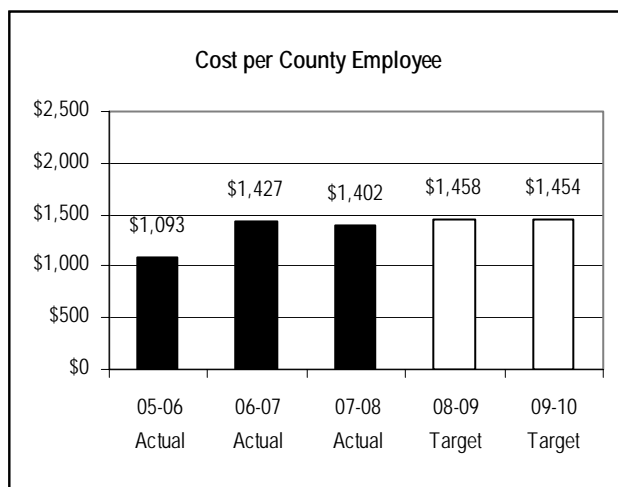
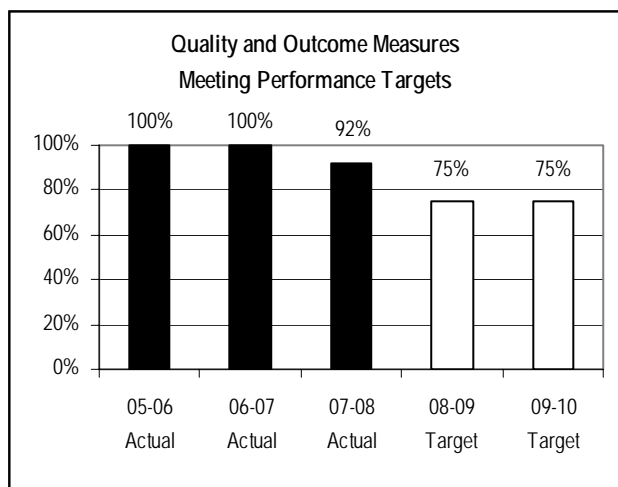
### ► Human Resources Department

Information Services Department

Grand Jury

Retirement (*SamCERA*)

## Department Measures



## Department Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe and productive work environment for employees, their families,

departments, and the public in order to maximize individual and organizational potential and position San Mateo County as an employer of choice.

## Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2007)

### PEOPLE

#### Realize the Potential of Our Diverse Population

##### • Recruitment, Selection and Retention Programs

The Human Resources Department attracts, selects and retains employees by promoting a work environment that embraces change and innovation, champions employee development, demonstrates a commitment to public service, encourages teamwork and communication, and produces quality results. The County offers: 1) Tuition Reimbursement Program, 2) Wellness/Health and Fitness incentive programs for employees to improve their health and lower healthcare costs, 3) Employee Referral Program which has resulted in decreased vacancies in hard-to-fill positions by offering financial incentives to current employees who refer successful candidates, 4) 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, 5) Reinstatement/Rehire Program which creates incentives for former County employees to return to County employment, 6) Flexible Spending Account which permits employees to pay for eligible health care expenses on a pre-tax basis, and 7) comprehensive training programs. Other efforts to attract and retain employees have included expanding the Child Care Center Scholarship Program, offering Homebuyer Seminars, implementing a Workplace Mediation Program in conjunction with Peninsula Conflict Resolution Center, and implementing flexible and alternate work schedules to assist employees in balancing work and family life.

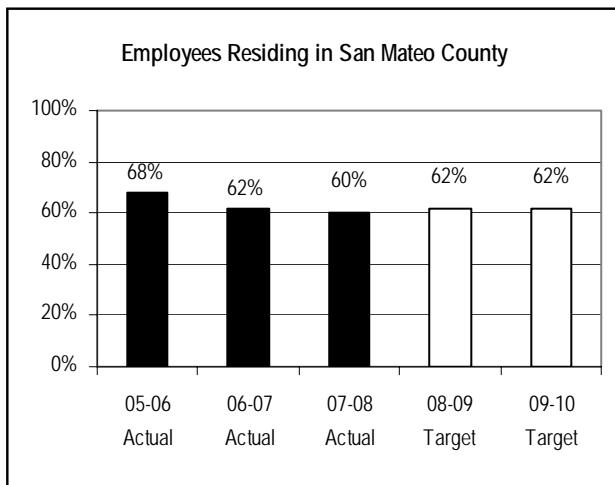
##### • Automated Services

Efforts to enhance services by implementing automated services have been successful. Over the years, there have been several service enhancements, including: online employment applications which has resulted in over 90% of candidates applying for County positions via the Internet and increasing the candidate pool; online requisition certification system that provides a streamlined hiring process; increased security and privacy of employee information by upgrading the personnel and payroll system in conjunction with the Controller's Office and Information Services; and assisted the Controller's Office and Information Services Department with the implementation of the County's Automated Time Keeping System. Most recently, the Human Resources Department implemented a web-based Learning Management System (LMS), which allows employees to self-register for training courses. The LMS also includes performance, succession planning, content management and tuition reimbursement modules that will be rolled out during the next two years.

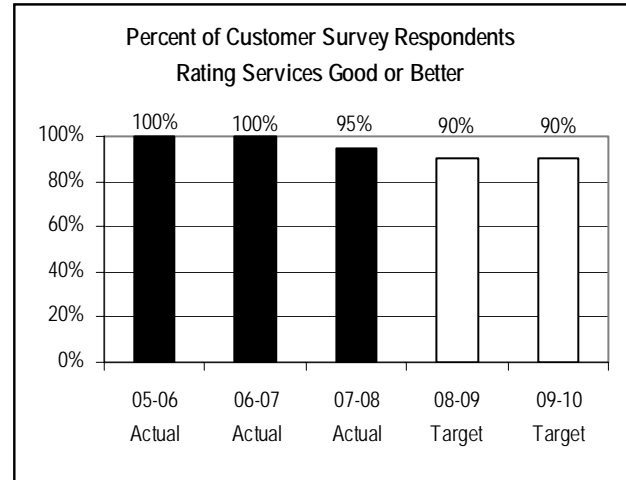
## Provide Equal Access to Educational Opportunity

### Employee Development

The Human Resources Department is committed to assisting County employees in their professional development, including preparing them to assume higher level positions in the County. Several programs introduced during the last five years have included: redesign/expansion of the County's training program to include courses on human resources, financial management, customer service, leadership and professional development, and safety; on-site Masters degree program, Bachelors degree programs and accelerated Associate of Arts degree program in conjunction with local colleges; and Management Development and Mentoring Program. A new Masters degree program with San Francisco State University began in the fall of FY 2007-08. In addition, the Human Resources Department implemented an Executive Leadership Academy, developed and offered an advanced training on managing complex employment issues to assist managers in understanding employment laws and identifying and resolving employment issues, offered a new class on labor relations and, in collaboration with the County Manager's Office, developed and conducted a Management Analyst Assessment Center.



## Headline Measures



## Services and Accomplishments

The Human Resources Department contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government, Provide Equal Access to Educational Opportunity and to Realize the Potential of Our Diverse Population by providing the following services: recruitment and selection, classification and compensation studies, employee and labor relations, equal employment opportunity, benefits and health and fitness, risk management, training and development, personnel and payroll system management, community partnerships and staff support for the Civil Service Commission, the Commission on the Status of Women and the Domestic Violence Council.

The following are major accomplishments in the current year:

- Completed the Human Resources Department Strategic Plan for 2008, 2009 and 2010, which is now available on the County's website
- Conducted a recruitment and selection process improvement assessment

- Conducted an assessment of the current classification process and developed recommended improvements which included the development of an automated database for tracking classification studies, salary surveys, and other classification and compensation-related services
- Conducted a job study of all information technology classifications in the County, involving more than 100 incumbents
- Developed and implemented new training courses: Office Safety; Performing Facility Safety Inspections; Risk Management for the Supervisor Training; Specialized Workers' Compensation Training for Payroll Council
- Implemented Tuition Coach Program for approximately 200 individuals to increase their access to college resources
- Conducted negotiations with LEU and UAPD on new labor contracts
- Assisted the San Mateo Medical Center in meeting with employee organizations regarding long-term care consolidation
- Partnered with the County Manager's Office to communicate with employee organizations regarding the County structural deficit and hiring freeze
- Partnered with the City of Redwood City and City of San Mateo to conduct two Mentoring Fair events to expose and educate County and city employees on youth mentoring opportunities

### Story Behind Performance

The Human Resources Department has consistently received high customer survey ratings. In FY 2007-08 95% of customers surveyed rated the services provided by the Department as good or better. The number of customer surveys increased as a result of an expanding customer base that included Training and Development, Employee and Labor Relations (ELR), Risk Management and Equal Employment Opportunity (EEO) customers. The Department continues to actively seek ways to improve services and share expertise with departments. Such services have included management reviews, workload analyses, organizational design, and compensation and classification studies for customer-departments. In addition, during FY 2007-08, the Human Resources Department compiled and presented Workforce Planning Reports for all departments that included employee demographics such as authorized positions, vacancies, turnover rates, recruitments, eligibility lists, employees eligible to retire, average age of employees, length of service, diversity, employee relations cases, risk management claims, and training information and enrollments. It is anticipated that these reports will serve as a tool for each department in identifying their current and future workforce needs.

The number of applicants, new hires, promotions, and extra help remain relatively the same as in the prior year despite the County's newly implemented hiring freeze, which requires most departments to maintain a 5% vacancy rate. The County's vacancy rate has consistently remained at 9% to 10%. Employee turnover will also remain relatively stable, although there may be a shift in increased retirements and fewer resignations, as a result of the hiring freeze. The County's turnover rate is in alignment with other jurisdictions as

measured by ICMA (International City/County Management Association).

Satisfaction with new hires continues to be strong with 95% of hiring managers indicating satisfaction with their new hire. A new performance measure has been added to capture the time it takes to fill vacancies, both for internal and external recruitments. Data for the new performance measures should be available in FY 2008-09.

Employment complaints have remained relatively low during the last few years, although an increase occurred in FY 2007-08. Of these complaints, over 90% are resolved prior to formal process. EEO and ELR staff make every effort to provide departments and employees with information about EEO and employee relation policies through consultation, training and information available via the Human Resources webpage. Training courses are offered in many areas including, performance evaluations, corrective action and labor relations. During FY 2007-08 over 800 supervisors and managers completed an online course focusing on preventing sexual harassment in the workplace. This online course will once again be offered in FY 2009-10.

The County's LMS was rolled out to all departments during FY 2007-08, allowing employees to self-register for training courses. Feedback received from departments has been positive. The percent of training participants utilizing skills or reporting change in behavior after attending training classes remains strong with at least 90% of participants reporting that they are utilizing new strategies after attending a training course.

### Major Issues to be Addressed

**Changing 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. Preparing for this change will require creative solutions including marketing employment opportunities at colleges and universities to attract individuals new to the workforce as well as providing skill development and assessment, training, leadership development programs, employee development plans, shadowing and rotational assignment opportunities for existing staff in an effort to prepare them for promotional opportunities.

**Rising Costs**—Rising labor, provider, vendor, and consultant costs and reduced resources due to the County's structural deficit at the same time customer needs grow will require increased productivity gains through technology as well as other innovative solutions including exploration of alternative compensation structures.

**Expanding Strategic Approaches**—Collaborative and innovative business partnerships will continue to be fostered in an effort to provide departments and external customers with a support network of human resources professionals that can assist organizations in their strategic efforts from the first phases of planning all the way through implementation.

**Managing Complex Employment Laws and Issues**—Addressing employee relations issues will require the department to provide regular training to managers and supervisors in the areas of valuing

diversity, discrimination-free workplace, civil service process, departmental interviews and reference checking, corrective action and coaching and counseling employees.

**Expanding Countywide Applications**—Rolling out all phases of the Learning Management System, assisting the Controller's Office in the implementation of additional phases of the Automated Time Keeping System and migrating the Payroll System from the Mainframe will require significant staff time to develop requirements, test applications and provide Countywide training.

## Key Department Initiatives

### 1. Expand the County's Workforce 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 source
- Insufficient resources have been allocated to identify and develop future leaders and the County is currently faced with a structural deficit

#### 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 high potential employees are developed to fill key leadership vacancies
- Recruit and retain a workforce that reflects the diversity in the County
- Promote the County as an employer of choice

#### Objectives:

- Increase the number of positions filled by internal candidates
- Increase the number of training courses offered to staff
- Hire key personnel prior to departure of the incumbent
- Increase the number of qualified applicants
- Increase the number of employees with development plans that include the integration of core competencies

#### Major Milestones:

In FY 2007-08:

- Launched quarterly Leadership Forums on a variety of contemporary issues and County initiatives
- Implemented the LMS Countywide utilizing the online registration, transcript and catalog features
- Developed and began implementation of an Executive Leadership Academy

- Launched a Masters of Public Administration cohort in partnership with San Francisco State University as well as partnered with and marketed three different Bachelor Degree opportunities with three different academic institutions

• Implemented a pilot Employee Development Plan Program  
By June 2009:

- Implement a comprehensive workforce planning program to include the following tasks:
- Expand use of managers, supervisors, and retirees who conduct training
- Expand the number of training courses offered by Training and Development
- Create an academy entitled "Fundamentals of First Line Supervision"
- Explore a certificate program for government services at community colleges
- Implement internship, shadowing, and rotational programs
- Implement Employee Development Plans (EDP) Countywide
- Develop and implement a marketing plan to attract candidates new to the workforce to public service
- Conduct a Countywide training needs assessment to include the use of focus groups
- Implement rotational opportunities for key positions to support career development
- Allocate sufficient funding to implement the Countywide succession planning program
- Develop pod casts and identify other collaborative technology to enhance recruitment opportunities and visibility

By June 2010:

- Automate the Tuition Reimbursement Process
- Review the use of video conferencing as part of the interview process

#### Partners:

- County Manager's Office
- All County departments
- ICMA – Preparing the Next Generation Committee
- Human Resources Association (HRA) of San Mateo County
- Colleges and Universities

#### FY 2008-09 Budget Impact:

Costs associated with the Executive Leadership Academy have been included in the Human Resources Department budget as well as the addition of one Information Technology Analyst position to assist with full implementation of all the Learning Management System modules. Other costs associated with this initiative will be included as final budget changes given that the County's Succession Planning Implementation and Evaluation Committee is currently in the process of identifying costs associated with various programs, including: marketing to

individuals new to the workforce; utilizing retirees for training and other programs; creation of a supervisory academy; expansion of multi-media training; use of employee development plans; and development of rotational, shadowing, mentoring and internship programs.

## **2. Develop and Implement Strategic Partnerships to Enhance Organizational Effectiveness**

### **Major Issue to be Addressed:**

- Partnerships with County departments and outside agencies, including health plan providers, non-profits, special districts and cities, could be expanded to support departments in their strategic efforts

### **Alignment to Shared Vision:**

- Responsive, Effective and Collaborative Government
- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

### **Goals:**

- Human Resources is utilized as a consultant that collaborates with departments and other agencies to increase performance capability and meet organizational goals
- Employee performance goals are aligned with department and organizational goals
- Identify opportunities to grow revenue and improve financial position to create long-term sustainable Human Resources services
- Establish and strengthen relationships and initiatives through shared resources to better serve customers and community partners
- Provide organizational development services that will facilitate change and continuous improvement in the organization

### **Objectives:**

- Increase the number of management employees with individual performance goals that are aligned to department and organizational goals
- Increase the number of customer survey respondents indicating that Human Resources is helping meet their strategic goals

### **Major Milestones:**

In FY 2007-08:

- Prepared Workforce Planning Reports for all departments that included employee demographics, e.g., turnover rates, vacancies, new hires, EEO, ER and retirement eligibility
- Expanded customer surveys to include the following programs: Recruitment and Selection, Risk Management, Employee and Labor Relations and Training and Development

By June 2009:

- Establish a committee to develop a performance management system (non-represented employees) and pilot, evaluate and implement performance management system
- Meet with all County departments annually to discuss Human Resources strategic approach
- Increase knowledge of department and agency operations by Human Resources staff
- Create a resource and staffing plan to support demands in services and establish a new funding model to account for and support enhanced Human Resources services provided to other departments and community partners
- Develop a repository of departmental best practices in the area of employee relations, including shift bidding, assigning work out of class and vacation bidding
- In partnership with one County department, implement a 12-18 month pilot program utilizing a population health improvement model and judicious use of incentives; conduct a comprehensive evaluation of its impact on employee health status, outcomes and productivity as well as its return on investment
- In collaboration with the Health Department, establish a Wellness Policy to assure a healthy and supportive work environment
- Expand collaborations with Health Plans and/or Medical Groups by using health plan data and cost trends, identify and develop demonstration project(s) that improve health status, health outcomes, and health care utilization

### **Partners:**

- County Manager's Office
- All County departments
- Community

### **FY 2008-09 Budget Impact:**

Beginning this fiscal year, the Human Resources Department will direct bill the Superior Court for all human resources services. To reflect this change, the Human Resources Department has increased its revenues and reduced Net County Cost by the corresponding amount. No other changes are anticipated at this time.

## **3. Collaborate with Partners to Identify and Implement Cost Effective Compensation Structure**

### **Major Issues to be Addressed:**

- Labor and retirement costs, including double-digit annual health care premiums, account for a significant increase in County expenditures
- Maintaining affordable and competitive health care plans in an effort to attract and retain employees

### **Alignment to Shared Vision:**

- Responsive, Effective and Collaborative Government
- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life



**Goals:**

- Through a collaborative process, reduce and/or stabilize labor costs including health care costs to address the County's structural deficit
- Ensure San Mateo County is competitive and remains an employer of choice
- Recognize workforce differences in proposed strategies
- Keep employee retention high and provide education to employees and stakeholders

**Objective:**

- Identify and implement alternative cost effective compensation structures

**Major Milestones:**

In FY 2007-08:

- Selected Life Insurance provider with reduced rates through a competitive Request For Proposal process
- Obtained improvement to Vision Service Plan Benefits, resulting in reduced administrative expenditures
- Implemented retiree health savings account option for newly hired management employees
- Collaborated with Aetna and Blue Shield to offer programs to improve member health and manage health care costs
- Expanded targeted training programs for asthma and allergy, diabetes, cardiovascular health education and cancer prevention

By June 2009:

- Identify and implement health incentives/assessments to reduce costs, e.g., employee premium based on participation in health assessment and development of plan
- Identify and implement alternative compensation and benefit structures
- Complete Risk Assessment for the County (infrastructure) in an effort to reduce insurance liability claims and costs

**Partners:**

- County Manager's Office
- Labor Organizations
- All County departments

**FY 2008-09 Budget Impact:**

No direct impact to the Human Resources Department budget. Savings may be realized by County in future fiscal years.

- Expand use of training programs by community partnerships
- Enhance web-based communication providing continuously updated listings of positions/salaries by department and listing all salary information by automatic update from the personnel/ payroll system
- Automate the classification study, reclassification request and approval process
- Study the feasibility of a new Human Resources Information System (HRIS) to assist with the compilation of employee data and reporting
- Compile and analyze employee demographics data for Countywide and departmental workforce planning reports
- Continue to enhance the Human Resources website in order to provide access to information and user-friendly online services
- Update the online Employee Relations Handbook to ensure it reflects current employment laws
- Expand computer-based training

**Increase the Number of Positions Filled with Internal Candidates**

- Conduct new courses to assist in succession efforts e.g., mentoring, coaching, feedback, and Individual Development Planning
- Enhance the online application process with the goal of eliminating paper applications
- Conduct focus groups with new employees and explore suggested improvements to the hiring process
- Review and recommend revisions to the Civil Service Rules that will enhance hiring and recruitment opportunities
- Study the feasibility of computer-based testing to replace standard written tests
- Conduct various training on Civil Service process and hiring process for managers
- Integrate a Work-Life / Wellness component into the supervisor/ manager training program
- Provide mandatory training to managers and supervisors on sexual harassment identification, prevention, elimination, and responsibilities
- Design and present countywide and department-specific training sessions on requested Employee/Labor Relations topics

**Other Significant Department Objectives**

The Human Resources Department will meet performance targets by doing the following:

**Achieve an Overall Customer Satisfaction Rating of 90% or Better**

- Implement online registration for core benefits programs (initial enrollment, open enrollment, benefit changes)

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of applicants	13,143	13,505	13,578	13,700	13,800
Number of hires					
- New hires	495	544	497	475	475
- Promotions	389	309	490	500	525
- Extra help	515	573	675	500	500
Number of employment complaints					
- Equal Employment Opportunity	87	72	117	90	90
- Employee and Labor Relations	39	37	39	60	60
Number of training participants					
- Training and Development classes <sup>(1)</sup>	3,731	3,790	4,064	3,800	4,400
- Health Promotion and Risk Assessment classes	1,972	2,697	2,832	2,000	2,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating overall satisfaction with services good or better	100%	100%	95%	90%	90%
Percent of employees leaving County employment					
- Retirees	2.0%	2.0%	2.9%	3.0%	3.0%
- Within one year of employment	2.0%	2.0%	1.0%	2.0%	2.0%
- Other	4.0%	5.0%	4.9%	4.0%	4.0%
Turnover rate as compared to ICMA <sup>(2)</sup>					
- San Mateo County	8.0%	9.0%	8.8%	9.0%	9.0%
- ICMA <sup>(2)</sup>	8.2%	8.2%	8.2%	8.2%	8.2%
Percent of complaints resolved prior to formal process					
- Equal Employment Opportunity	85%	92%	97%	90%	90%
- Employee and Labor Relations	95%	95%	95%	90%	90%
Number of workers' compensation claims (per 100 FTEs)					
- San Mateo County	9.9	9.9	11	11	11
- ICMA <sup>(2)</sup>	12	12	12	12	12
Time-to-fill vacancies (data development)					
- Internal	---	---	---	---	---
- External	---	---	---	---	---

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of clients satisfied with new hires after six months	89%	89%	95%	90%	90%
Percent of positions filled with internal candidates					
- Management	---	---	82%	82%	82%
- Non-management	---	---	46%	46%	46%
Percent of participants utilizing skills or reporting change in behavior after attending training classes					
- Training and Development classes	---	---	93%	90%	90%
- Health Promotion and Risk Assessment classes	91%	88%	90%	90%	90%

(1) Beginning in FY 2007-08, customized training participants are reflected in the data. The FY 2008-09 target includes an estimated amount for the new twenty-hour training requirement for every employee.

(2) International City/County Management Association (ICMA)

## Human Resources Department (1700B) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	40,000					
Charges for Services	68,621	125,489	40,500	313,160	272,660	315,860
Interfund Revenue	3,025,509	3,306,884	3,735,164	3,913,041	177,877	3,981,471
Miscellaneous Revenue	6,661	6,688	6,000	6,000		6,000
Other Financing Sources			77,323		(77,323)	
<b>Total Revenue</b>	<b>3,140,791</b>	<b>3,439,061</b>	<b>3,858,987</b>	<b>4,232,201</b>	<b>373,214</b>	<b>4,303,331</b>
Fund Balance	1,001,731	1,063,321	1,063,321	939,868	(123,453)	745,276
<b>TOTAL SOURCES</b>	<b>4,142,522</b>	<b>4,502,382</b>	<b>4,922,308</b>	<b>5,172,069</b>	<b>249,761</b>	<b>5,048,607</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,016,905	6,412,193	6,796,947	7,053,685	256,738	7,206,558
Services and Supplies	1,466,216	1,669,976	2,000,538	2,046,897	46,359	1,920,827
Other Charges	649,202	755,304	746,428	486,075	(260,353)	498,621
Fixed Assets		8,435	33,500	3,731	(29,769)	15,000
<b>Gross Appropriations</b>	<b>8,132,323</b>	<b>8,845,908</b>	<b>9,577,413</b>	<b>9,590,388</b>	<b>12,975</b>	<b>9,641,006</b>
Intrafund Transfers	(1,167,118)	(1,240,789)	(1,347,933)	(1,363,598)	(15,665)	(1,430,133)
<b>Net Appropriations</b>	<b>6,965,205</b>	<b>7,605,119</b>	<b>8,229,480</b>	<b>8,226,790</b>	<b>(2,690)</b>	<b>8,210,873</b>
Contingencies/Dept Reserves	631,281	607,622	607,622	579,841	(27,781)	529,841
<b>TOTAL REQUIREMENTS</b>	<b>7,596,486</b>	<b>8,212,741</b>	<b>8,837,102</b>	<b>8,806,631</b>	<b>(30,471)</b>	<b>8,740,714</b>
<b>NET COUNTY COST</b>	<b>3,453,964</b>	<b>3,710,359</b>	<b>3,914,794</b>	<b>3,634,562</b>	<b>(280,232)</b>	<b>3,692,107</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	65.0	57.0	57.0	56.0	(1.0)	56.0
Funded FTE	56.4	53.1	53.1	54.0	0.9	54.0

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$249,761 or 5.1% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Charges for Services

There is a net increase of \$272,660 in this funding source. Revenues reflect reimbursement from the Superior Court for services provided by the department; reimbursement from the Health Plan of San Mateo for human resources consultation and training services; reimbursement from community partners for increased training participation and utilization of the Learning Management System (LMS); and an accounting change that moves revenues received from the Superior Court for the LMS licensing costs from Interfund Revenue to this revenue class.

#### Interfund Revenue

There is an increase of \$177,877 in this funding source primarily due to increased trust fund reimbursements for Risk Management and Benefits labor increases and operating expenditures as well as reimbursement from departments for LMS expenditures. This revenue class also reflects an accounting change that reallocates revenues from Other Financing Sources to this revenue class.

#### Miscellaneous/Other Financing Sources

There is a decrease of \$77,323 in this funding source primarily due to an accounting change that reallocates most of this revenue source to Interfund Revenue, where other trust fund receipts are reflected.

#### Fund Balance

There is a net decrease of \$123,453 in this funding source due to elimination of prior year projects, purchases and equipment, Countywide IT Study consultant costs, computer replacement expenditures, succession planning and LMS one-time projects.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$30,471 or 0.3% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$256,738 in this expenditure category primarily due to negotiated labor increases, the addition of one Information Technology Analyst to assist with full implementation and expansion of the LMS, and the addition of one Program Services Manager and one Human Resources Technician in the Benefits Division to expand educational programs. These increases are partially offset by the conversion of one Community Program Specialist II to a Human Resources Technician and the reduction of four vacant positions; one Public Services Specialist-Confidential and three Modified Work Program position. Other adjustments include increased appropriations for retiree health costs, extra help and elimination of one-time appropriations for the double-fill of the Benefits Manager position.

#### Services and Supplies

There is a net decrease of \$46,359 in this expenditure category to reflect the elimination of one-time costs including the IT Study, succession planning activities and implementation costs associated with the LMS Project. These reductions are partially offset by costs associated with the Executive Leadership Academy and adjustments to contract expenditures for negotiations, employee assistance program and classification studies. Additional adjustments reflect reductions in various general supply accounts.

#### Other Charges

There is a decrease of \$260,353 in this expenditure category primarily due to the transfer of payroll system related expenditures, which are charged by the Information Services Department to the Controller's Office.

#### Fixed Assets

There is a decrease of \$29,769 in this expenditure category due to elimination of one-time costs associated with the purchase of a video server for the LMS Project, a portion for a new departmental server, scanning equipment, and electronic kiosk, which allows potential employees to apply online.

#### Intrafund Transfers

There is an increase of \$15,665 in this expenditure category. The increase in reimbursement from other General Fund departments is primarily due to offsets from user departments for LMS related activities. Reductions include the elimination of funding from the Non-Departmental Services Budget for one-time projects including the double-fill of the Benefits Manager position and payroll system maintenance costs.

#### Contingencies/Departmental Reserves

There is decrease of \$27,781 in this expenditure category primarily due to one-time projects and purchases. The balance in Reserves represents 7% of Net Appropriations, which exceeds the 2% County Reserves Policy requirement by \$415,305.

**NET COUNTY COST**

There is a net decrease of \$280,232 in the Department's General Fund allocation primarily due to the transfer of payroll system related expenditures to the Controller's Office and reimbursement from the Superior Court for human resources activities. The decrease is partially offset by negotiated labor increases.

**FY 2009-10 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$123,462 or 2.4% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Charges for Services

There is an increase of \$2,700 in this funding source due to reimbursements from community partners and Superior Court for LMS related costs.

Interfund Revenue

There is an increase of \$68,430 in this funding source due to reimbursements from Risk Management and Benefits Trust Funds to cover salary and benefit increases for Risk Management, Modified Work and Benefits programs.

Fund Balance

There is a decrease of \$194,592 in this funding source due to completion of one-time projects and purchases.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$65,917 or 0.7% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$152,873 in this expenditure category due to negotiated labor costs and benefits increases.

Services and Supplies

There is a decrease of \$126,070 in this expenditure category due to the elimination of one-time appropriations relating to the relocation of the Human Resources Department staff to a consolidated office space and reduction in computer expenditures, partially offset by annualized costs for the Executive Leadership Academy.

Other Charges

There is an increase of \$12,546 in this expenditure category due to anticipated rent, automation and general liability costs.

Fixed Assets

There is an increase of \$11,269 in this expenditure category due to the purchase of a departmental server.

Intrafund Transfers

There is an increase of \$66,535 in this expenditure category. The increase is due to reimbursements for Executive Leadership Academy and LMS related costs.

Contingencies/Departmental Reserves

There is decrease of \$50,000 in Reserves primarily due to one-time projects and purchases. The Balance in Reserves represents 6% of Net Appropriations, which exceeds the 2% County Reserves Policy requirement by \$365,624.

**NET COUNTY COST**

There is an increase of \$57,545 or 1.8% in this Department's General Fund allocation. Net County Cost has been increased to partially offset annualized labor increases.

## Human Resources Department (1700B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	65.0	57.0	57.0	56.0	(1.0)	56.0
Funded FTE	56.4	53.1	53.1	54.0	0.9	54.0
 Total Requirements	7,596,486	8,212,741	8,837,102	8,806,631	(30,471)	8,740,714
Total Sources	4,142,522	4,502,382	4,922,308	5,172,069	249,761	5,048,607
Net County Cost	3,453,964	3,710,359	3,914,794	3,634,562	(280,232)	3,692,107
 NCC Breakdown						
A-87 Cost Plan			1,064,198	1,354,858	290,660	1,354,858
Non-Mandated Services			2,850,596	2,279,704	(570,892)	2,337,249

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,634,562 or 41.2%, of which 100% is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements and discretionary services such as training programs, employee and labor relations, equal employment opportunity, recruitment and class and compensation activities, risk management programs, administrative services including financial management and information technology, and the administration for the Commission on the Status of Women and the Civil Service Commission.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; elimination of one-time projects and costs related to the Information Technology (IT) Study, succession planning and the Learning Management System (LMS); elimination of one-time equipment purchases in FY 2007-08 including a video server, scanning equipment, a kiosk and computers. Fund Balance has been reduced to reflect completion of one-time projects in FY 2007-08 and the elimination of a one-time reimbursement (Intrafund Transfer) for one double-filled position. Revenue adjustments include increased reimbursements from Risk Management and Benefits Trust Funds to offset costs primarily associated with negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(102,193)	(49,970)	85,892	(27,781)	110,334	0

#### 2. Streamlined Services

The Human Resources Department will move staff from the 1<sup>st</sup> Floor to the 5<sup>th</sup> Floor of County Office Building #1 in order to consolidate office space, co-locate staff, and streamline services. This move allows the Department to reduce one vacant Public Services Specialist position. Savings generated from this position reduction and streamlined service delivery more than offset one-time moving costs and will create additional savings in future.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(31,067)	0	0	(31,067)	(1)

### 3. Succession Planning Initiative – Executive Leadership Academy

On December 4, 2007, the Board of Supervisors approved the establishment of an Executive Leadership Academy to prepare high-performing employees to compete for executive level positions over the next five years. The program includes several components including skill assessment, skill development and application where each participant will work on a project to enhance their leadership skills and career goals. The program was launched February 2008 and has 12 participants. Appropriations have been included for program costs including consultants, training classes, job coaches, materials, supplies, and tuition for several participants to attend an Executive Program at UC Berkeley. Program costs will be fully reimbursed through an Intrafund Transfer from the Non-Departmental Services budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	115,000	(115,000)	0	0	0

### 4. Centralize PIPS/Payroll Automation Costs

The Human Resources Department and the Controller's Office share PIPS/payroll system related expenditures, including licensing and automation charges. Beginning in FY 2008-09, all non-labor payroll system costs will be centralized in the Controller's Office. As a result, the Human Resources Department has reduced appropriations and backed out one-time reimbursement from the Non-Departmental Services budget for PIPS maintenance costs. Net County Cost savings have been reflected in this budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(260,724)	71,865	0	(188,859)	0

### 5. Learning Management System Expansion

The County recently implemented a new Learning Management System (LMS) that is primarily utilized for training related activities. In FY 2008-09 and FY 2009-10, new modules including Knowledge Management, Performance Management and Tuition Reimbursement will be rolled out, requiring additional staff support. An Information Technology Analyst (ITA) position has been added to support the increased workload, primarily in the areas of project management, technical support, Countywide training, serving as LMS help desk staff, and managing LMS meetings, communications and marketing. The cost of this new ITA position has been fully offset by deleting one vacant Community Program Specialist II and adding one Human Resources Technician and increasing reimbursement from County departments and community partners utilizing the County's LMS. One vacant half-time Modified Work position has been eliminated, along with the offsetting trust fund revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
45,511	103,933	(58,422)	0	0	1
(64,757)	(64,757)	0	0	0	(1)

### 6. Direct Billing the Superior Court

The Superior Court currently pays for services provided by the Human Resources Department primarily through the County's A-87 Cost Allocation process. At the request of the Court, beginning in July 2008, the Human Resources Department will direct bill the Court for all services provided. Revenue has been budgeted in the Human Resources Department and the Net County Cost has been reduced to offset the loss in A-87 revenue previously received by the Non-Department Services budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
170,640	0	0	0	(170,640)	0

### 7. Benefits Program Operational Improvements

In 2008, an operational review of the Benefits Division was conducted by an external consultant. Based on this review, it was determined that the San Mateo County Benefits Division has the lowest staff to active employee ratio in the San Francisco Bay Area. The addition of one Program Services Manager and one Human Resources Technician - Confidential will implement efficiencies to existing programs as well as



develop and implement a comprehensive education and training program that will assist employees and retirees in navigating through the County benefits programs. The cost for the two new positions will be offset by Benefit Trust Fund receipts, efficiency savings, and the elimination of two vacant Modified Work positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
170,191	170,191	0	0	0	2
(82,362)	(82,362)	0	0	0	(2)

#### 8. Adjustments to Fund Balance

Fund Balance will be used for training and development expenditures for the 20-hour per year per employee training requirement, Learning Management contract fees, and a portion of the costs for a new departmental server.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
112,731	112,731	0	0	0	0

#### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
249,761	12,975	(15,665)	(27,781)	(280,232)	(1)

#### FY 2009–10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; reductions in computer and relocation expense; annualization of Executive Leadership Academy (ELA) costs; and purchase of a departmental server. Intrafund Transfers (reimbursement from the Non-Departmental budget) have been increased to cover ELA and LMS related expenditures. Fund Balance has been decreased with a corresponding reduction in Reserves. The decrease in Fund Balance has been partially offset by an increase in Risk Management and Benefit Trust Fund receipts to cover salary and benefits costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,731)	163,349	(66,535)	(50,000)	57,545	0

#### 10. Adjustments to Fund Balance

One-time costs for training and development expenditures for the 20-hour per year per employee training requirement, Learning Management contract fees, and a portion of the costs for a new departmental server have been eliminated.

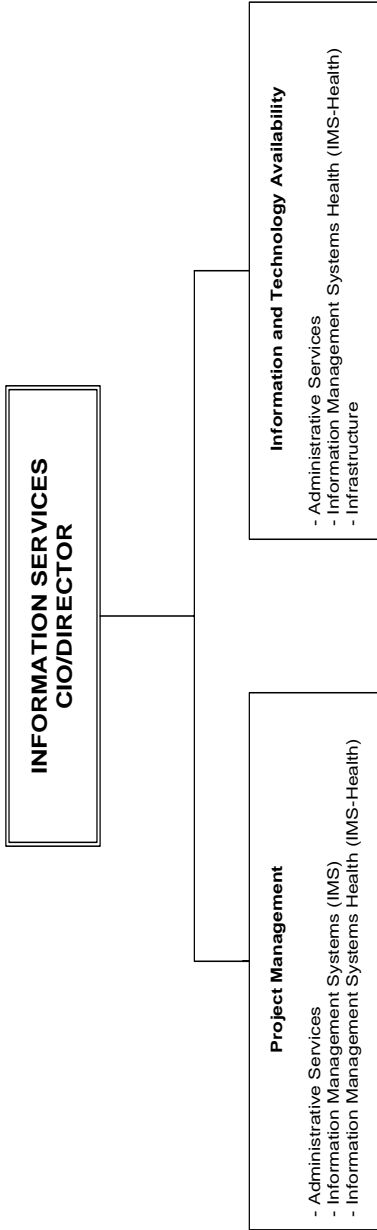
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(112,731)	(112,731)	0	0	0	0

#### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(123,462)	50,618	(66,535)	(50,000)	57,545	0

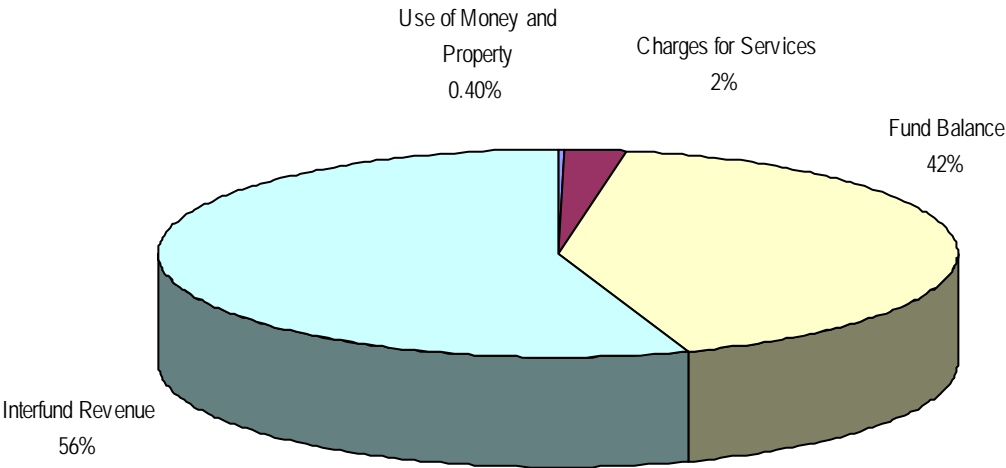
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## INFORMATION SERVICES

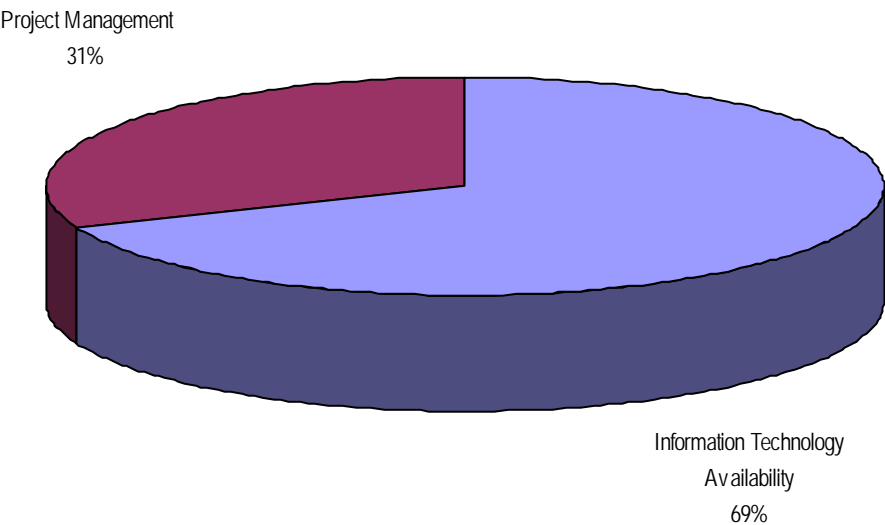


# Information Services Department

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements

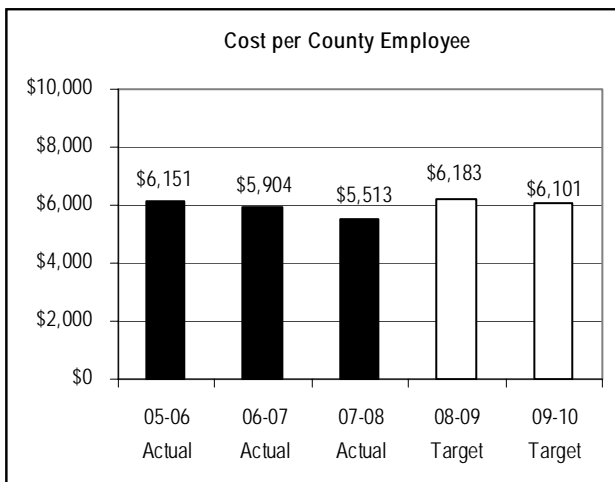
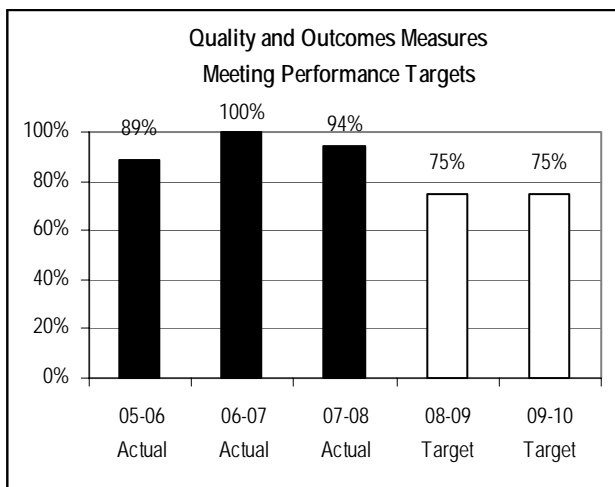


## Department Locator

### 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  
 ► **Information Services Department**  
 Grand Jury  
 Retirement (*SamCERA*)

## Department Measures



## Department Mission Statement

The Information Services Department works with all County Departments to build and maintains a robust IT environment in the department develops, implements and shares innovative IT solutions to better serve the residents of San Mateo County.

## Contributions to Shared Vision 2010

(Fiscal Years 2000 – 2007)

### PEOPLE

#### Realize the Potential of Our Diverse Population

- **County Internet Redesign (eGov II)**  
 Incorporating resident feedback, solicited through multiple forums as resulted in the revised County web presence to be more user friendly and effective. Changes include an A-Z Service Directory as well as significantly enhanced search capabilities.

### PLACE

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

- **County Park Trail Information Incorporated into County Graphical Information System (GIS) (Shared with Parks)**  
 As a result of this project, the County will have high resolution GIS information about all of the parks trails available in County GIS. Parks will be able to update this mapping information. This will allow parks staff to provide more complete, detailed trail information to County park visitors. In addition, trail information loaded into County GIS could be made available via the Internet.

### PARTNERSHIPS

#### Responsive, Effective and Collaborative Government

- **Access San Mateo (Shared with CMO)**  
 As a result of this project, County residents will be able to provide feedback and make inquiries online. These comments and questions will be automatically routed to the appropriate department for follow-up and response. Each submission will be recorded into a central database for departmental and countywide reporting purposes.
- **Permit/planning upgrade and ePay (Shared with Planning Department)**  
 An outcome of this project is the ability of residents to pay and acquire simple permits online.
- **Applicable Client Record Search (ACRS) Data Warehouse**  
 Requirements definition and the implementation plan have been completed. As a result of this project, the County will be in a position to implement ACRS thereby providing a client coordination tool for County Departments and for countywide use.

## Major Accomplishments in FY 2007-08

### Responsive, Effective and Collaborative Government

- Migrated the County's enterprise data backup solution, IBM's Tivoli Storage Manager (TSM), to a non-mainframe platform, reducing hardware and software maintenance costs by 50%. Higher capacity tapes have also reduced off-site storage costs by 50%. These cost reductions will save ISD customers over \$1,000,000 next fiscal year.
- Implemented the County's second generation eGovernment web presence (eGov II), including portal technologies that allow the public to access information sourced from multiple Departments and multiple programs on a single web page.
- Implemented the Siemens Pharmacy and Med Administration Check (MAK), improving the accuracy of patient identification safety when administering medications. An outcome of this project is the assurance that the right medication, in the right dose is administered to the right patient at the right time.
- Implemented countywide electronic distribution of ISD Service Change invoices, resulting in the saving of over 4,000 pieces of paper per month in ISD alone, plus three staff days in managing the paper. ISD customers now receive their invoices in a timely manner and are able save and distribute reports electronically.

## Major Issues to be Addressed

- **Workload Concerns**—Completing current IT projects while simultaneously initiating new projects
- **Staffing**—Retaining and attracting qualified IT staff
- **Managing Mainframe Retirement**—Restructuring the ISD budget due to mainframe retirement
- **Leadership**—Managing overall IT operations with an increasingly disproportionate ratio of supervisors and managers to line staff.

## Key Department Initiatives

### 1. Applicable Client Record Search (ACRS)

#### Major Issue to be Addressed:

- Multiple County departments currently have data stores containing client data, or are currently implementing a data warehouse, and these data warehouses are not currently interoperable.

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goal:

- Provide countywide client coordination and countywide reporting

#### Objective:

- By the end of FY 2008-09, increase the number of interoperable data warehouses in the County by 100% (currently have two interoperable data warehouses)

### Major Milestones:

- Selected consultant to identify options and recommend strategy for achieving interoperability of client data (completed)
- Conduct Departmental interviews to identify opportunities for client data coordination (ongoing)
- Complete high-level system requirements (June 2008)
- Complete detailed technical specifications for pilot group in the Health Department and Human Services Agency (June 2008)
- Implementation of ACRS architecture for the pilot data groups (January 2009)
- Extend the ACRS architecture to other departmental data warehouses (post-January 2009)

### Partners:

- County Manager's Office
- Health Department
- Human Services Agency

### FY 2008-09 Budget Impact:

ISD's reimbursement from Non-Departmental Services includes \$2,150,000 for the ongoing implementation activities of ACRS.

## 2. Identity Management

### Major Issues to be Addressed:

- The County faces significant challenges when trying to manage over 6000 identities across many different IT and business information systems.
- There is a lack of consistent policies and naming standards. Employee information exists in many locations, and those systems are often not integrated and/or ID's and passwords are not synchronized.

### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

### Goal:

- Improve IT systems authentication processes while concurrently simplifying the authentication process for County staff

### Objective:

- Improve end user experience and enhance productivity by providing a common sign-on to county-wide and departmental applications.

### Major Milestones:

- Complete an IDM (Identity Management) Roadmap (March 2008)
- Implement workflow automation where possible to streamline and automate user identity creation (September 2008)
- Implement mechanism for user self-service allowing users to reset their own password (January 2009)

- Develop plan for common sign-on and password synchronization across County IT systems (March 2009)
- Develop roadmap for further enhancement of IDM with biometrics and single-sign on (June 2009)

**Partners:**

- All County departments

**FY 2008-09 Budget Impact:**

ISD's reimbursement from Non-Departmental Services includes \$200,000 for Identity Management activities.

### 3. Incorporating Workflow/Document Flow Automation in IT Initiatives

**Major Issues to be Addressed**

- Making current processes more efficient

**Alignment to Shared Vision:**

- Responsive, Effective and Collaborative government
- County employees understand, support and integrate the County vision and goals into their delivery of services

**Goal:**

- All new IT initiatives are workflow based; meaning current process is reviewed and improved workflow is an objective of an IT project

**Objective:**

- By end of FY 2009-10 most new IT initiatives will include a workflow automation component

**Major Milestones:**

- Review/research existing workflow based systems within the County (June 2008)
- Presentations to Executive Council (September 2008)
- Educate departmental groups (January 2009)
- Include workflow component when working with departments during planning of IT Initiatives (June 2009)
- Work with the County's new EDMS manager to leverage the County's document management system (FileNet)
- Require workflow component in all new IT initiatives reviewed (January 2010)

**Partners:**

- All County Departments

**FY 2008-09 Budget Impact:**

ISD's reimbursement from Non-Departmental Services includes \$250,000 for EDMS activities.

The following program objectives will 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 staff, and enhance project management skills through ongoing training

### Other Significant Objectives by Program

The Information Services Department includes the following programs:

- Information and Technology Availability
- Project Management

Information Services Department (1800B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	87,079	93,474	92,926	92,926		92,926
Charges for Services	1,389,382	2,986,478	603,855	571,232	(32,623)	571,232
Interfund Revenue	13,012,019	11,890,393	14,569,932	12,746,789	(1,823,143)	11,361,789
Miscellaneous Revenue	103,111	104,510				
<b>Total Revenue</b>	<b>14,591,591</b>	<b>15,074,855</b>	<b>15,266,713</b>	<b>13,410,947</b>	<b>(1,855,766)</b>	<b>12,025,947</b>
Fund Balance	10,529,483	10,964,278	10,964,278	9,639,555	(1,324,723)	5,027,932
<b>TOTAL SOURCES</b>	<b>25,121,074</b>	<b>26,039,133</b>	<b>26,230,991</b>	<b>23,050,502</b>	<b>(3,180,489)</b>	<b>17,053,879</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	16,800,250	17,630,185	20,262,428	21,402,316	1,139,888	21,593,751
Services and Supplies	24,225,957	24,450,673	30,363,927	33,895,741	3,531,814	22,279,255
Other Charges	1,124,256	1,207,350	1,246,924	1,351,896	104,972	1,351,896
Fixed Assets	1,602,955	1,429,536	4,382,046	2,525,320	(1,856,726)	1,469,625
Other Financing Uses	287,364	286,973	324,000	285,994	(38,006)	285,994
<b>Gross Appropriations</b>	<b>44,040,782</b>	<b>45,004,717</b>	<b>56,579,325</b>	<b>59,461,267</b>	<b>2,881,942</b>	<b>46,980,521</b>
Intrafund Transfers	(29,485,472)	(28,605,139)	(35,794,433)	(41,438,697)	(5,644,264)	(35,268,736)
<b>Net Appropriations</b>	<b>14,555,310</b>	<b>16,399,579</b>	<b>20,784,892</b>	<b>18,022,570</b>	<b>(2,762,322)</b>	<b>11,711,785</b>
Contingencies/Dept Reserves	10,565,764	9,639,555	5,446,099	5,027,932	(418,167)	5,342,094
<b>TOTAL REQUIREMENTS</b>	<b>25,121,074</b>	<b>26,039,134</b>	<b>26,230,991</b>	<b>23,050,502</b>	<b>(3,180,489)</b>	<b>17,053,879</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	141.0	154.0	154.0	154.0		154.0
Funded FTE	139.4	153.1	153.1	153.3	0.2	153.3



## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$3,180,489 or 12.1% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Charges for Services

There is a net decrease of \$32,623 in this funding source due to a reduction in outside agencies participating in the radio system cost sharing plan, offset partially by the realignment of revenue received from the Housing Authority.

#### Interfund Revenue

There is a decrease of \$1,823,143 in this funding source due to service and cost reductions to the San Mateo Medical Center and the Courts.

#### Fund Balance

There is a decrease of \$1,324,723 in this funding source due to the completion of one-time projects that utilized Fund Balance for funding.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$3,180,489 or 31.1% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$1,139,888 in this expenditure category due to negotiated increases, merit increases, and various benefit changes.

#### Services and Supplies

There is an increase of \$3,531,814 in this expenditure category due to the elimination of one-time project funding, partially offset by increases in vendor contracts, maintenance and support for new applications, and planned initiatives.

#### Other Charges

There is an increase of \$104,972 in this expenditure category due to increased County facility rent and general liability charges.

#### Fixed Assets

There is a net decrease of \$1,856,726 in this expenditure category due to the elimination of one-time purchases offset partially by planned acquisitions for technology initiatives.

#### Other Financing Uses

There is a decrease of \$38,006 in this expenditure category due to the realignment of budget to match actual expenditures.

#### Intrafund Transfers

There is an increase of \$5,644,264 in this expenditure category due to the elimination of one-time reimbursements for technology projects.

#### Contingencies and Departmental Reserves

There is a decrease of \$418,167 in this expenditure category. The balance in Reserves represents 27.9% of Net Appropriations, which exceeds the 2% Reserves policy by \$4,667,481. Reserves are collected through service charges and will cover costs for specific equipment and system replacements.

### NET COUNTY COST

No change.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$5,996,623 or 26% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Interfund Revenue

There is a decrease of \$1,385,000 in this funding source due to the elimination of one-time projects for the San Mateo Medical Center.

#### Fund Balance

There is a decrease of \$4,611,623 in this funding source due to the completion of one-time projects and initiatives that utilized Fund Balance for funding.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$5,996,623 or 26% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$191,435 in this expenditure category due to negotiated increases, merit increases, and various benefit changes.

Services and Supplies

There is a decrease of \$11,616,486 in this expenditure category due to the elimination of one-time project funding, partially offset by increases in vendor contracts, maintenance and support for new applications and planned initiatives.

Fixed Assets

There is a decrease of \$1,055,695 in this expenditure category due to the elimination of one-time purchases.

Intrafund Transfers

There is an increase of \$6,169,961 in this expenditure category due to increases in labor, software and hardware support costs; partially offset by the elimination of one-time projects and initiatives.

Contingencies and Departmental Reserves

There is an increase of \$314,162 in this expenditure category. The balance in Reserves represents 45.6% of Net Appropriations, which exceeds the 2% Reserves policy by \$5,107,858. Reserves are collected through service charges and will cover costs for specific equipment and system replacements

**NET COUNTY COST**

No change.

## Information and Technology Availability (1830P)

### Program Locator

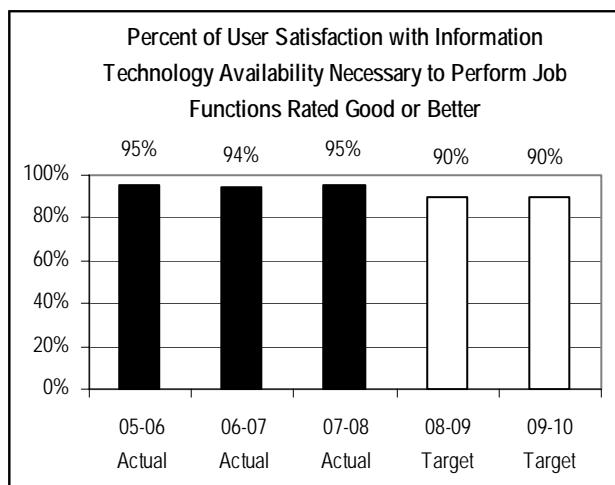
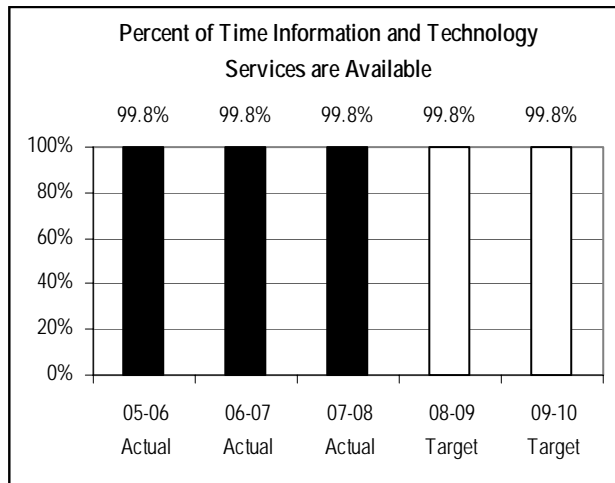
#### County

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 to ensure 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 assisting the County and local governments to effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Currently, the Program monitors and maintains over 400 high volume devices including network appliances and department file servers. These high volume network devices support over 6,600 end-point computing devices. Through an integrated support center, customer's issues and requests are addressed in an orderly and organized 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:

- Met or exceeded all program availability goals
- Leveraged the current Traffic Management Protocol to better manage the increase in network traffic
- Transitioned the County Data Center to a more energy efficient and greener physical infrastructure:
- Updated UPS technology (smarter energy usage with increased capacities)
- Migrated to blade server solutions and server virtualization (higher density computing platforms), increasing server capacity without an in-kind increase in energy usage
- Implemented community storage solutions (Storage Area Network) thereby providing increased storage capacity for the same power utilization
- Utilized external consultant to complete a physical plant "green" assessment and develop a "green" roadmap for County data centers

### Story Behind Performance

Providing the County with a high availability network computing environment is a result of both effective design and staff depth. First, the Program has designed the County's network computing environment to have very few single points of failure. This design approach allows for equipment outages without disconnecting users from the County network computing environment. Integrated into this design is the use of adaptive technologies that fail-over automatically if a component of the network computing environment fails. Also integrated into the network computing environment is an automated notification system to dispatch support staff as soon as trouble is recognized.

Secondly, through training, rotational job assignments and mentoring, the program created staff depth within the work unit that is responsible for providing the County with a high availability network computing environment. As a result, the availability of support staff does not fall below acceptable levels regardless of vacation and sick time.

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

- To maintain 99.8% availability while unwiring the County
- To retire the County mainframe without experiencing a decrease in systems availability associated with the migration of mainframe applications
- To manage the emerging infrastructure while maintaining legacy systems
- To eliminate any remaining single points of failure within the radio, voice and data networks
- To continue to provide the same level services to the public while migrating from legacy systems to new applications

**Program Objectives**

The Information and Technology Availability Program will meet performance targets by doing the following:

**Maintain 99.8% Availability Across the County IT Infrastructure**

- Continue to develop support staff capable of handling network, PC and file server support calls
- Continue to cross-train staff to be able to troubleshoot network, PC and server support calls
- Eliminate any remaining single points of failure
- Increase the level of IT standardization thereby simplifying support
- Support Departmental interest in wireless technologies while maintaining high availability and effective security
- Implement next generation of telephone switching software

**Support San Mateo County Cool County Initiatives**

- Support implementation of the Energy Watch Program sponsored by ABAG and PG&E
- Coordinate the installation of server-based PC power management software for all Departments countywide
- Assist in realizing energy savings of an estimated 809,600 KWh's and \$101,200 annually
- Support IT related (Green Team) initiatives

Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of County IT end-point devices:					
- Voice	7,935	7,954	8,206	8,000	8,000
- Radio	1,700	1,680	1,497	1,900	1,900
- Computers / printers	6,037	6,348	6,388	6,300	6,300
Security Measure					
- Number of incoming e-mail viruses blocked	88,955	26,034	19,597	25,000	25,000
- Number of spam messages blocked <sup>(1)</sup>	1,120,166	699,236	77,339,337	68,000,000	70,000,000
Help Desk Call Volume	16,857	29,796	26,797	20,000	25,000
Number of file servers converted from stand-alone platforms to shared or Virtual Management platforms	---	---	---	50	60
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of Help Desk calls responded to within Service Level commitments <sup>(2)</sup>					
- Emergency calls	100%	100%	100%	100%	100%
- Critical calls	100%	100%	100%	100%	100%
- High calls	100%	100%	100%	100%	100%
- Routine calls	100%	100%	100%	100%	100%
Technology staff to PC maintenance ratio (ISD supported PC's only)	1: 250	1: 255	1:245	1: 250	1: 250
Percent of IT devices and applications meeting availability goals:					
- Network devices	96%	95%	96%	95%	95%
- File servers	99%	98%	100%	100%	98%
Percent of County PC's using server-based PC Power-Management software	---	---	---	95%	95%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of unplanned, unscheduled major outages <sup>(3)</sup>	3	2	5	3	3
Percent of time information and technology services are available <sup>(4)</sup>	99.8%	99.8%	99.8%	99.8%	99.8%
Percent of user satisfaction with information technology availability necessary to perform job functions rated as good or better	95%	94%	95%	90%	90%

<sup>(1)</sup> The increase in the number of spam messages blocked is due to an increasing spam email being sent by Spammers and by the addition of a third tier of spam email defence software.

<sup>(2)</sup> The response time stated in the Service Level commitment varies by type of call.

<sup>(3)</sup> The number of unplanned, unscheduled major outages does not currently account for potential productivity loss of county staff.

<sup>(4)</sup> This is the amount of time the IT environment is available to all County Departments allowing all staff to conduct their business.

## Information and Technology Availability (1830P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	76.0	76.0	76.0	76.0		76.0
Funded FTE	75.1	75.1	75.1	75.3	0.2	75.3
 Total Requirements	24,009,599	23,948,662	17,478,050	15,890,525	(1,587,525)	11,925,364
Total Sources	11,911,208	12,747,322	17,478,050	15,890,525	(1,587,525)	11,925,364
Net County Cost	12,098,391	11,201,341				

### Discretionary Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increases in equipment leases, software licensing and hardware maintenance contracts; increases in service charges from other departments, deletion of one-time purchases and technology projects; and increases in Reserves for technology hardware and system replacement

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,084,269)	(2,602,099)	(2,815,170)	333,000	0	0

#### 2. Technology Initiatives

Planned technology initiatives have been included to support program performance measures by replacing systems that have reached end-of-life with equipment and systems that will support future technologies. Initiatives include: utilizing new traffic management protocols and implementing a campus-to-campus pilot of Voice over IP (VoIP); analysis of anticipated increases in network bandwidth utilization resulting in recommendations and action plans to increase the County's Internet and Intranet bandwidth; upgrade the County's financial system, IFAS, to the new release; and year one of a two year initiative to provide a road-map for Disaster Recovery and business continuity. Costs are offset through service charges and use of equipment reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	716,325	(324,800)	(391,525)	0	0

**3. Public Safety Radio Interoperability Matching Funds**

The County has secured three grants to improve First Responder interoperability with regional partners, by utilizing the newly available 700MHz radio spectrum. Matching Funds have been included to meet the requirements of these grants and will continue for an additional two years. Costs are offset through radio surcharges and use of radio equipment reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,912	292,952	(92,040)	(185,000)	0	0

**4. Mainframe Retirement Project**

The mainframe retirement project supports program performance measures by providing a phased approach to migrating off legacy architecture. Reserves are available to provide rate stability to departments whose applications remain on the County mainframe during FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	1,625,527	(1,625,527)	0	0

**5. Staffing Adjustments Due to Mainframe Elimination**

As a result of the completion of the mainframe elimination project, three vacant mainframe-centric positions have been deleted. Two new full-time Assistant System Engineer positions and one new half-time position Assistant System Engineer position have been added. Operating costs have been reduced to offset the increased cost. The new positions will provide service desk and desktop/server support.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(210,776)	0	0	(210,776)	(3)
0	210,776	0	0	210,776	3

**6. Adjustment to Fund Balance**

An increase in Fund Balance is due to projects and purchases not completed during FY 2007-08. The following projects have been included in FY 2008-09: for the completion of the Mainframe Elimination Project, telephone network and data center upgrades. Funds not utilized will be set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,480,832	2,096,109	0	1,384,723	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,587,525)	503,287	(1,606,483)	(484,329)	0	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increases in software licensing and hardware maintenance contracts; deletion of one-time purchases and

technology projects; elimination of rate stability funding for the mainframe retirement project; and increases in Reserves for technology hardware and system replacement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,869,052)	142,334	(2,259,386)	248,000	0	0

#### **8. Adjustment to Fund Balance**

One-time Fund Balance for projects has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,096,109)	(2,096,109)	0	0	0	0

#### **TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,965,161)	(1,953,775)	(2,259,389)	248,000	0	0



## Project Management (1840P)

### Program Locator

#### County

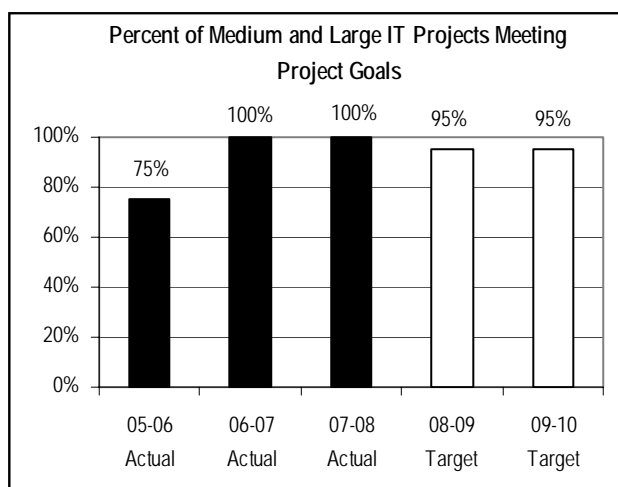
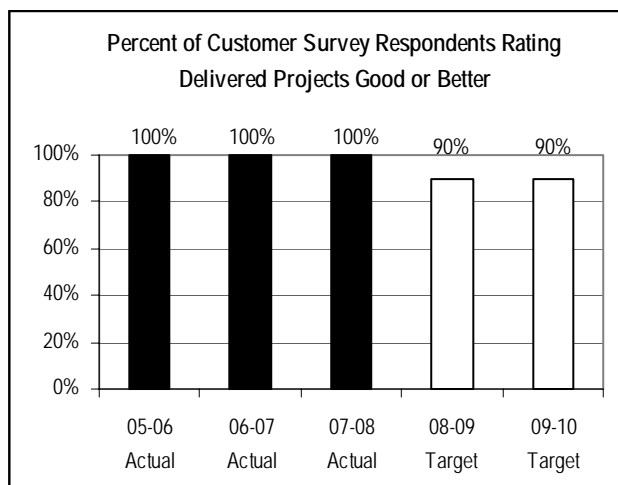
Administration and Fiscal

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) solutions, 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 manage the provision of these services for the County through effective and efficient planning, monitoring and coordination.

The following are major accomplishments in the current year:

- Surpassed customer satisfaction performance targets.
- Continued expansion of the Relationship Manager program by developing and adding staff
- Leveraged a contingency staffing contract thereby reducing the startup time for projects
- Completed several large projects:
  - Paperless Invoices: providing customers with invoices through email and the web
  - Installed and upgraded the County's Intranet/Internet platform to the Vignette 7 (V7) portal technology
  - Assisted in the establishment of the Youth Services Center – provided the entire technical infrastructure
  - Implemented the Health Client Data Store (HCDS) to enable the Health Department with cross-program reporting
  - Completed installation of the ATM Fastlane – IP connectivity using the County's microwave network
  - Developed a Countywide Geographic Information System (GIS) strategic plan
  - Implemented ARCSDE (open source access to data for GIS)
  - Completed the project for creating and distributing Countywide Orthophotos
  - Completed upgrading all County network appliances in coordination with each department for their Network Refresh
  - Installed and configured FileNet P8 upgrade to include workflow and electronic forms processing
  - Developed a secure and static IP network system traveling over cellular telephone connections for the Health Department Mobile Clinic
  - Implemented Electronic Signature, an electronic chart signing application that simplifies the report authentication process while improving productivity
- Developed an RFP and engaged a vendor to assist us in deploying an electronic Project Management Office (ePMO) to utilize technology to enforce standards and develop workflow-based project communication
- Added an Electronic Document Management Systems (EDMS) Manager to identify and lead initiatives that further utilize FileNet for document flow and workflow applications
- Completed Countywide Information Technology Strategic Plan (ITSP) thereby providing a roadmap schedule for Countywide IT projects

## Story Behind Performance

Fiscal Year 2007-08 is the fifth year that ISD staff and County departments have been using this Program. While there continue to be improvements to this program, the measures themselves have not changed. 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 FY 2007-08, performance targets have been surpassed for both headline measures; Customer Satisfaction and Projects Meeting Primary Project Goals. This was achieved by utilizing best practices derived from Project Management Institute (PMI) methodologies. The Department continues to enhance staff knowledge of PMI techniques and incorporate methods to improve project life cycle processes. The Program processes, documentation, workflow and systems have successfully contributed to the Project Management program.

A key element of this Program is to identify, promote and provide IT leadership for cross-departmental and/or countywide projects. An example of a cross-departmental project is the Applicable Client Record Search (ACRS) project which is analyzing how the county can provide cross-departmental and cross-functional reporting between major departmental systems such as Human Services' SHARP data warehouse and Health Department's HCDS data warehouse. An example of a countywide project is the Geographical Information Systems (GIS) Orthophotos project – this involved the coordination and funding between all cities within the County, the transit district, Planning Department, CARE, Public Works and various County organizations.

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

- To consistently promote the use of workflow based applications countywide
- To retrain staff to use and support new generation technologies

## Program Objectives

The Information Technology Project Management Program will meet performance targets by doing the following:

### At Least 95% of IT Projects will Follow Established Project Management Procedures:

- Continue to refine the Project Management program processes and procedures
- Continue to leverage automation tools to better manage project workload

### At Least 80% 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
- Consistently follow ISD Project Management processes and procedures

### Achieve at Least 90% Rate of Completed Projects Meeting Project Goals:

- Emphasize the importance of defining project goals with Departments
- Communicate with the customer via the change orders process when scope changes will effect or change the project goal

### Achieve at Least 90% Good or Better Customer Satisfaction Rating for Completed Projects:

- Continue to promote the value, importance and benefits of following Project Management processes
- Provide customer departments services above agreed upon service levels
- Incorporate constructive feedback received in project completion surveys

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of IT projects completed (projects/ activities)	86	63	54	80	80
Number of IT projects in progress	148	145	111	75	75
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of medium and large IT projects that follow established Project Management procedures	96%	100%	100%	95%	95%
Percent of medium and large IT projects that are completed on time	80%	94%	85%	85%	85%
Percent of medium and large IT projects that are completed within budget	76%	90%	88%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of projects that are cross- departmental	15	18	21	10	10
Percent of medium and large IT projects meeting project goals	75%	100%	100%	95%	95%
Percent of customer survey respondents rating satisfaction with delivered projects as good or better	100%	100%	100%	90%	90%

Project Management (1840P)  
Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	65.0	78.0	78.0	78.0		78.0
Funded FTE	64.3	78.0	78.0	78.0	0.0	78.0
 Total Requirements	1,111,475	2,090,472	8,752,941	7,159,977	(1,592,964)	5,128,515
Total Sources	13,209,866	13,291,811	8,752,941	7,159,977	(1,592,964)	5,128,515
Net County Cost	(12,098,391)	(11,201,340)				

## Discretionary Net County Cost

This Program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increases in software licensing; increases in service charges from other departments, deletion of one-time purchase and technology projects; and increases in Reserves for technology hardware and system replacement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,690,588)	(8,783,715)	5,026,965	66,162	0	0

### 2. Re-Appropriation of Projects

The following projects started but not completed in FY 2007-08 have been appropriated in FY 2008-09: Automated Time Keeping System (ATKS); Applicable Client Record Search (ACRS); Identification (ID) Management; e-Gov upgrade; video conferencing; the Criminal Justice Information System (CJIS) migration project; and the Ambulatory Electronic Medical Record (AEMR) project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
795,000	7,873,680	(7,078,680)	0	0	0

### 3. Transfer of Record Center Functions

The records storage function has been transferred from the Assessor's Office to the Information Services Department and a new contract has been added with Cor-O-Van for records storage and related services. Costs for the first year of service have been reimbursed by Non-Departmental Service. The cost of subsequent years will be offset through charges from operating departments using records storage services.

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

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,592,964)	2,378,655	(4,037,781)	66,162	0	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time purchases and technology projects; and increases in Reserves for technology hardware and system replacement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(523,838)	(1,940,667)	1,350,667	66,162	0	0

**5. Re-Appropriation of Projects**

Elimination of projects appropriated in FY 2008-09: Automated Time Keeping System (ATKS); Applicable Client Record Search (ACRS); Identification (ID) Management; e-Gov upgrade; video conferencing; the Criminal Justice Information System (CJIS) migration project; and the Ambulatory Electronic Medical Record (AEMR) project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(795,000)	(7,873,680)	7,078,680	0	0	0

**6. Adjustment to Fund Balance**

Adjustment to Fund Balance for one-time projects and purchases have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(712,624)	(712,624)	0	0	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,031,462)	(10,526,971)	8,429,347	66,162	0	0

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## Grand Jury (1920B)

### Budget Unit Locator

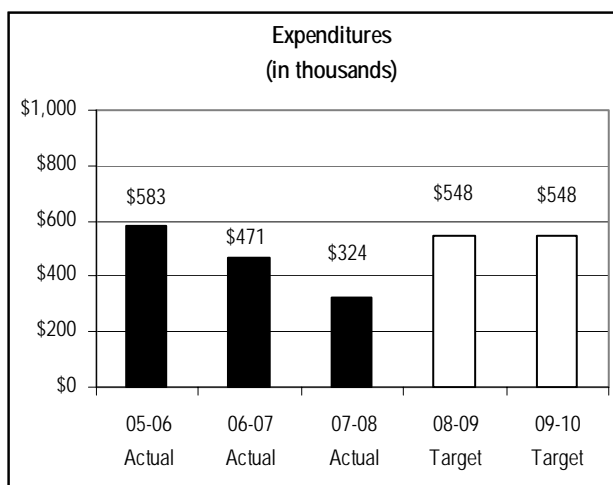
#### County

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  
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.



### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget that is funded by the General Fund or Net County Cost (NCC) is \$547,968 or 85.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

The FY 2008-09 contract for financial audit services with Macias, Gini and Company LLP is \$369,379. Appropriation for the previous contract and other minor operating costs have been eliminated and appropriation for the new contract has been added. Fund Balance has been set aside in Reserves.

Revenue/Sources	128,523
Appropriations	(369,379)
Appropriations	369,379
Intrafund Transfers	0
Reserves	128,523
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 the FY 2009-10 Adopted Budget:

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

The FY 2009-10 contract for financial audit services with Macias, Gini and Company LLP is \$381,092. Appropriation for the previous contract and other minor operating costs have been eliminated and appropriation for the new contract has been added.

Revenue/Sources	0
Appropriations	(381,092)
Appropriations	381,092
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Grand Jury (1920B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Interfund Revenue			82,056	82,056		82,056
<b>Total Revenue</b>			82,056	82,056		82,056
Fund Balance				128,523	128,523	128,523
<b>TOTAL SOURCES</b>			82,056	210,579	128,523	210,579
<b>REQUIREMENTS</b>						
Salaries and Benefits	39,023	44,448	72,039	72,039		72,039
Services and Supplies	429,442	273,377	463,650	463,650		463,650
Other Charges	2,096	5,835	12,279	12,279		12,279
<b>Gross Appropriations</b>	470,562	323,660	547,968	547,968		547,968
<b>Net Appropriations</b>	470,562	323,660	547,968	547,968		547,968
Contingencies/Dept Reserves				128,523	128,523	128,523
<b>TOTAL REQUIREMENTS</b>	470,562	323,660	547,968	676,491	128,523	676,491
<b>NET COUNTY COST</b>	470,562	323,660	465,912	465,912		465,912



## Retirement Office (2000B)

### Budget Unit Locator

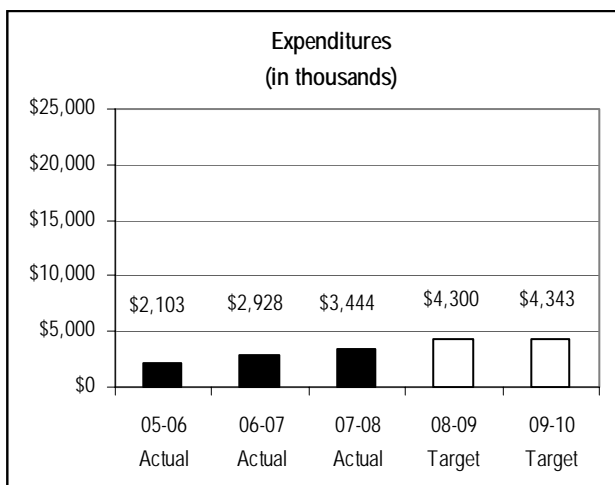
#### County

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  
 Information Services Department  
 Grand Jury

#### ► Retirement (*SamCERA*)

### Budget Unit Description

The Board of Retirement strives to provide caring, fair, accurate, timely and knowledgeable professional services to *SamCERA*'s clients and the public; to prudently manage the assets and appropriately fund the actuarial liabilities of the retirement system to minimize the costs to its employers while assuring the ability to pay all earned benefits; and to constantly improve the effectiveness of *SamCERA* 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 expenditures are fully offset by transfers from the Retirement Fund.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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.

Revenue/Sources	855,200
Appropriations	855,200
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

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

Revenue/Sources	43,119
Appropriations	43,119
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Retirement Office (2000B)  
Retirement Trust Fund (Information Only)

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	2,596,593	3,186,610				
Other Financing Sources			3,444,400	4,299,600	855,200	4,342,719
<b>TOTAL SOURCES</b>	2,596,593	3,186,610	3,444,400	4,299,600	855,200	4,342,719
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,717,160	1,892,527	2,064,200	2,479,868	415,668	2,522,987
Services and Supplies	816,453	1,116,563	1,132,612	1,679,144	546,532	1,679,144
Other Charges	62,980	177,520	147,588	140,588	(7,000)	140,588
Fixed Assets			100,000		(100,000)	
<b>Gross Appropriations</b>	2,596,593	3,186,610	3,444,400	4,299,600	855,200	4,342,719
<b>TOTAL REQUIREMENTS</b>	2,596,593	3,186,610	3,444,400	4,299,600	855,200	4,342,719
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	14.0	16.0	16.0	16.0		16.0
Funded FTE	14.0	16.0	16.0	16.0		16.0

# *Criminal Justice*

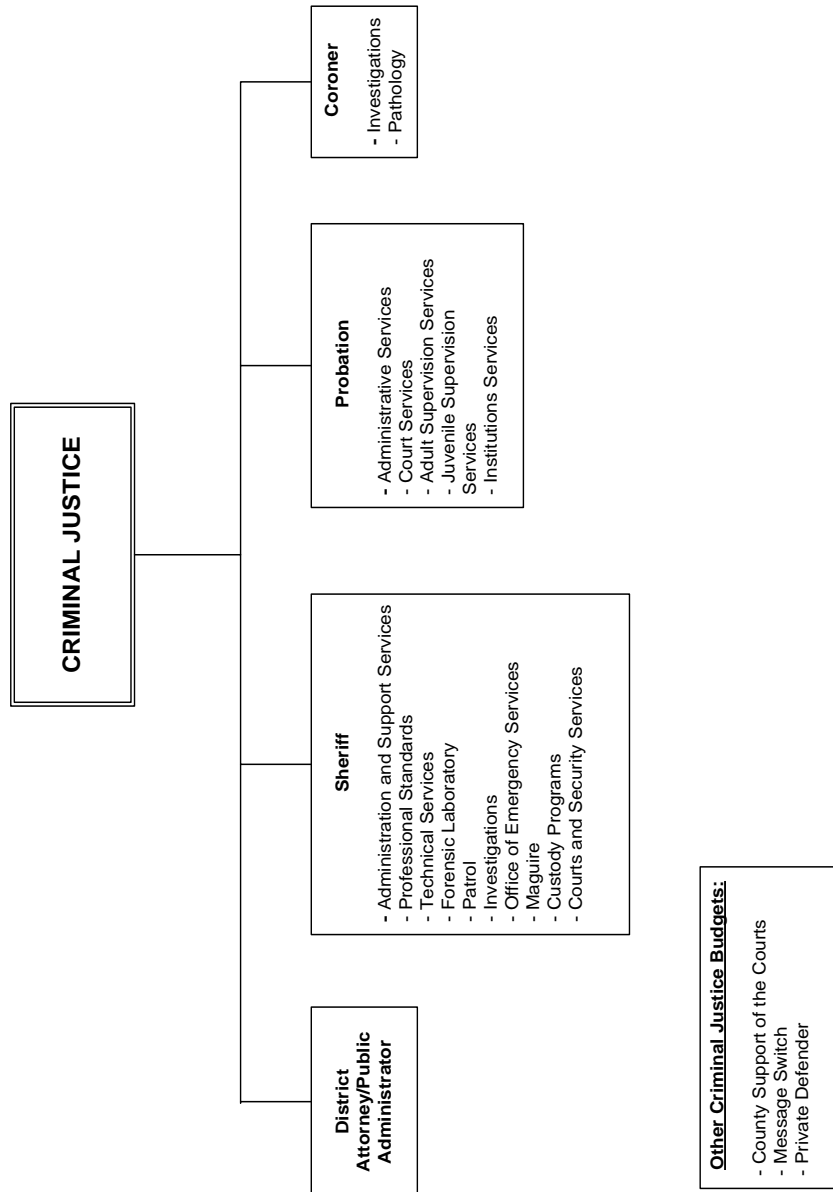


*Adopted Budget*  
*FY 2008-09*  
*FY 2009-10*



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>

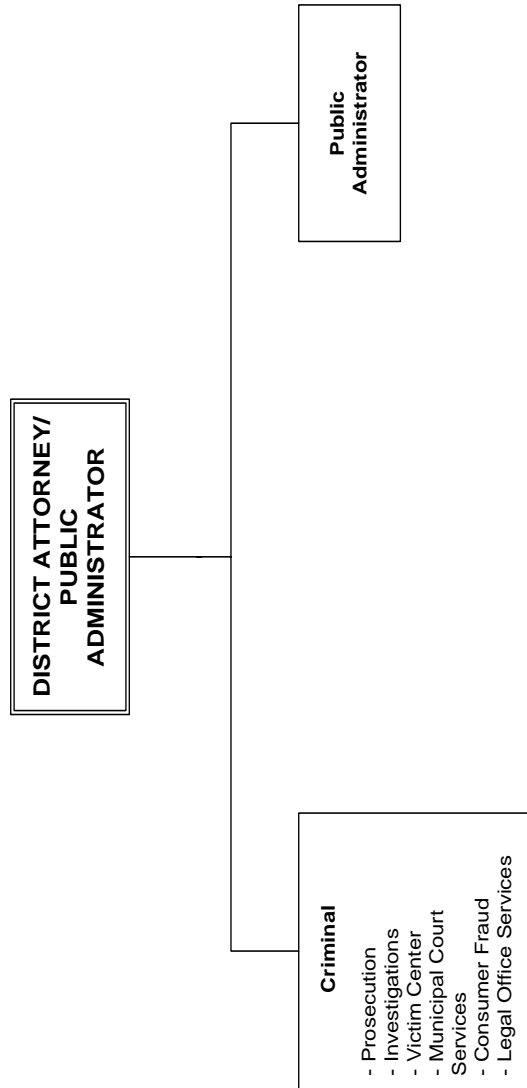
## CRIMINAL JUSTICE



## Criminal Justice Agency FY 2008-09 and 2009-10 All Funds Summary

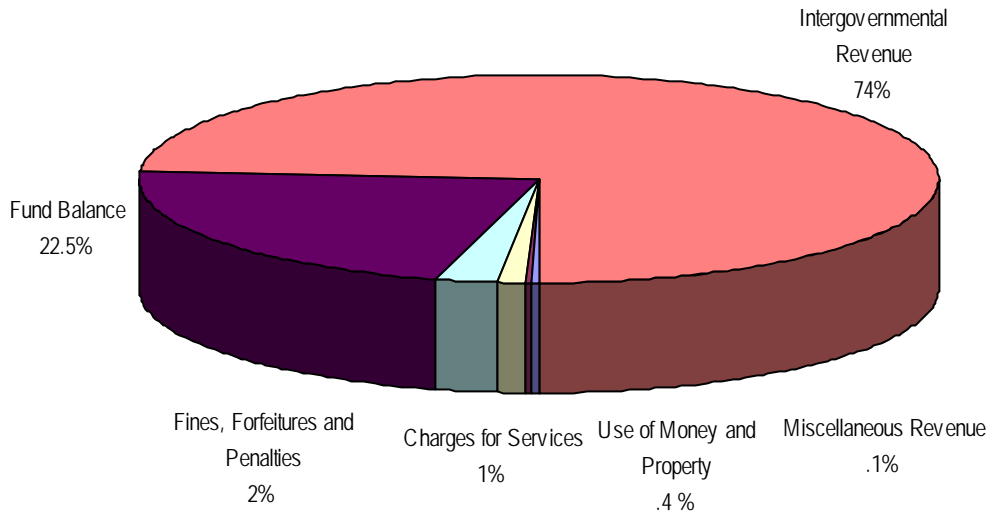
	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>General Fund Budgets</b>						
District Attorney/Public Administrator	21,687,204	23,622,990	24,638,952	25,829,704	1,190,752	26,390,484
County Support of the Courts	21,246,662	21,901,983	22,079,012	23,069,881	990,869	23,069,881
Private Defender Program	14,624,064	15,248,718	15,242,382	15,875,032	632,650	16,507,688
Sheriff's Office	134,180,087	135,411,504	138,901,670	147,355,524	8,453,854	148,871,134
Message Switch	1,113,619	994,336	997,511	1,031,846	34,335	965,135
Probation Department	64,482,604	68,870,227	68,992,097	73,958,450	4,966,353	75,424,016
Coroner's Office	2,680,034	2,701,479	2,769,307	3,073,542	304,235	3,097,214
<b>Total General Fund</b>	<b>260,014,274</b>	<b>268,751,237</b>	<b>273,620,931</b>	<b>290,193,979</b>	<b>16,573,048</b>	<b>294,325,552</b>
<b>Total Requirements</b>	<b>260,014,274</b>	<b>268,751,237</b>	<b>273,620,931</b>	<b>290,193,979</b>	<b>16,573,048</b>	<b>294,325,552</b>
<b>Total Sources</b>	<b>135,306,342</b>	<b>129,226,055</b>	<b>132,955,968</b>	<b>138,237,112</b>	<b>5,281,144</b>	<b>139,388,849</b>
<b>Net County Cost</b>	<b>124,707,932</b>	<b>139,525,182</b>	<b>140,664,963</b>	<b>151,956,867</b>	<b>11,291,904</b>	<b>154,936,703</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,235.0	1,248.0	1,248.0	1,252.0	4.0	1,245.0
Funded FTE	1,222.5	1,235.7	1,233.1	1,235.9	2.8	1,228.9

**DISTRICT ATTORNEY/  
PUBLIC ADMINISTRATOR**

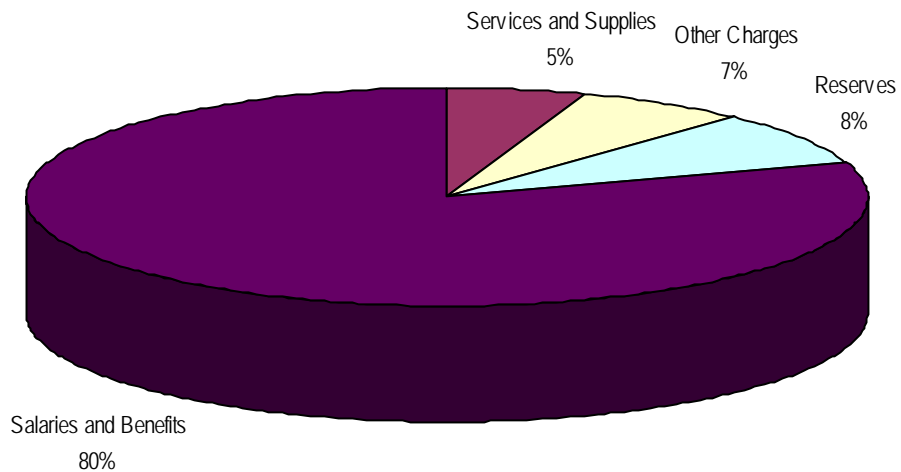


## District Attorney/Public Administrator

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements





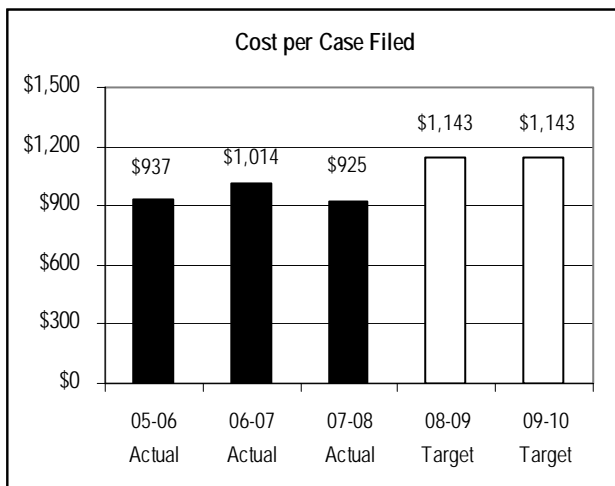
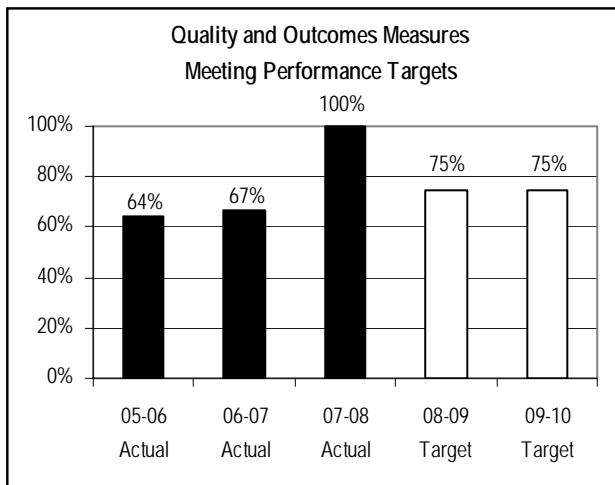
## Department Locator

### County

#### Criminal Justice

- ▷ **District Attorney's Office**
- 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 (FY 2000 – 2007)

### PEOPLE

#### Ensure Basic Health and Safety for All

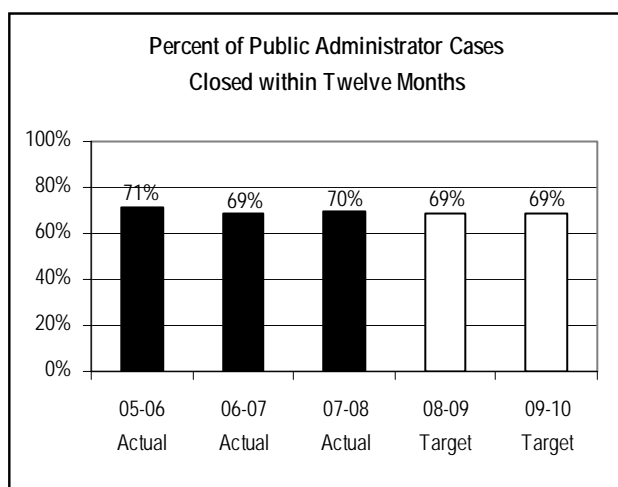
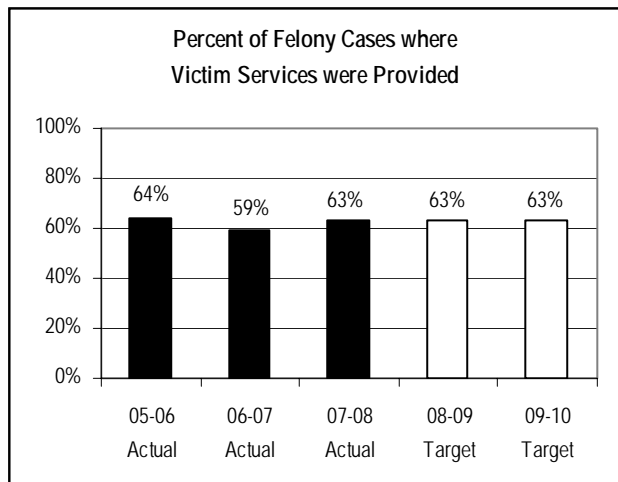
- **Victim Center**  
Reduce the trauma of crime, and to facilitate quicker recovery for a victim through crisis intervention, claims assistance, and other related services.
- **Gang Prosecution**  
Continue to provide specialized training for two Deputy District Attorneys who are successfully prosecuting gang cases and added one inspector specialized in gangs cases to vertically investigate and prosecute gang-related crimes.
- **Elder Abuse Prosecution**  
Assigned dedicated Deputy District Attorney to prosecute elder abuse crimes.

### PARTNERSHIPS

#### Responsive, Effective and Collaborative Government

- **Countywide Gang Suppression Task Force**  
Continue collaborative efforts with law enforcement partners to successfully investigate and prosecute gang related cases.
- **Criminal Justice Information System (CJIS) migration**  
Continue partnership 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.
- **Consumer and Environmental Unit**  
Working with County Weights and Measures officials, Environmental Health Division, the Attorney General's Office and prosecutors in various other counties to successfully investigate and prosecute civil cases that often result in civil penalties and restitution to consumers.

## 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 are major accomplishments in the current year:

- Worked cooperatively with the Gang Task Force, the Gang Intelligence Unit and all of the street crime suppression teams throughout the county in ongoing efforts to aggressively and successfully prosecute gang members

- Prosecuted a large identity theft case with over 1,000 victims that resulted in an order for \$250,000 in restitution to the victims and a sentence of four years in the California Department of Corrections
- Drafted the Undue Influence Bill and finding a legislative sponsor to amend the elder abuse statute to include theft of senior-assets
- Conducted theft presentations to retirees and senior citizens' groups that allowed the District Attorney's Office to open lines of communication with those who might fall victim to the many scams now being used to lure victims
- Updated department website to contain information regarding various possible deceptive advertising schemes, commonly known as phishing schemes, thus providing information that will educate the community on how to avoid falling victim to these sophisticated online I.D. thieves
- Worked with prosecutors in five other counties and with the Attorney General's Office to obtain a civil unfair competition judgment for predatory mortgage lending practices against one of the largest sub-prime lenders in the U.S. that resulted in an injunction to prohibit the unlawful practices, \$837,612 in civil penalties and costs payable to San Mateo County and up to \$50 million in restitution to California consumers

## Story Behind Performance

The Victim Center has become an integral part of the District Attorney's Office since it was transferred in February 2002 from the Probation Department. Additional referrals are received from prosecutors, social workers and probation officers. The main sources of victim referrals are from the twenty-three law enforcement agencies within the county. It is noted that the crime rate in the county has decreased, thus resulting in fewer overall referrals. Contact is usually made with victims by mail, as soon as the crime report is received. In high profile cases such as homicides, where families are in need of immediate assistance, such as financial aid for funeral expenses, an advocate or investigating detective will contact the family by telephone. Outreaching to victims and families to provide program services as quickly as possible such as, a list of therapist who are available on a rotating and weekly basis during regular business hours, remains a high priority.

In 2007, the office expanded the Vertical Gang Unit from one Deputy District Attorney to two Deputy District Attorneys that exclusively prosecute gang-related crimes full time. There are two full time gang deputies along with an assigned gang inspector who have contributed to the success of all felony gang cases that are vertically prosecuted by the gang unit with the exception of homicides, which remain with the Homicide Team. The Gang Deputies' caseload include a wide range of crimes spanning from gang-related graffiti, disturbing the peace, witness intimidation and attempted murder with the discharge of a firearm. The trend continues to demonstrate an increasing number of younger gang members committing more serious crimes and consequently receiving severe sentences. Whereas in earlier years a young gang member or associate would be convicted of assaulting with fists as a first felony. More recently

younger gang members and associates are being convicted of assault with firearms and knives, which results in an increase in convictions for inflicting great bodily injury. This increase can only be described as more brazen behavior by gang members who are committing violent acts in broad daylight and surrounded by civilian witnesses

Physical and financial elder abuse continues to plague the community. Strangers, neighbors, caretakers and even family members are preying on seniors with a plan to exploit their physical and mental vulnerabilities by draining bank accounts and profiting from the value of equity-rich homes. Increased training in detecting and investigating financial and physical elder abuse cases 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 presents ongoing challenges to the District Attorney Office's limited investigative resources. The Elder Abuse Deputy assigned to prosecute elder abuse actively participates in monthly Multi-Disciplinary Taskforce Meetings and Elder Death Review Team Meetings. The Multi-Disciplinary Taskforce seeks to increase community resources and early intervention, and provide training on preventing, detecting, investigating and prosecuting all forms of elder abuse to law enforcement agencies, mandated reporters, community at large, senior groups, attorneys, teachers, other professional groups and social workers. The Elder Death Review Team is responsible for reviewing all senior deaths to ensure the safety of senior citizens. The Elder Abuse Deputy is also currently working with the California District Attorney's Association to draft legislation that would amend the elder abuse statute to include theft of senior-assets by "criminal undue influence."

The department has obtained higher restitution and convictions in FY 2007-08 due to the collaborative efforts between the District Attorney's Office and local law enforcement. One case in particular demonstrated the benefits of working with other agencies involved two defendants in an international ring of identity theft that eventually plead guilty and resulted in the forfeiture of over \$12,000. This made restitution possible to victims inside and outside of California. The success of this case was a result of a joint investigation by the District Attorney's Office Inspector's Bureau and the East Palo Alto Police Department. Only through an integrated marshaling of resources was this result made possible. As with most identity thieves, the two convicted had victims spread across the United States as well as in corporations overseas. With a division of labor and consistent coordination of investigative steps, each link in the complicated financial chain of events was found and this led to successful prosecution of the largest identity theft case yet prosecuted in this county.

The Public Administrator program administers the estates of deceased persons with no will or without an appropriate person willing or able to act as an estate administrator. Presently, more estates have established wills, trusts and executors who are able to provide adequate oversight, which have decreased the number of estates referred to the Public Administrator. As a result of the

reduction of staff resources at the Public Guardian's Office, the number of referrals has decreased thus impacting the total number of estates handled by the Public Administrator when compared to previous years. The retirement of one experienced worker and the learning curve of new staff receiving training prolongs the length of time required to completely administer an estate and has impacted the percentage of cases closed within the pre-established goal of 12 months. Recent reassignments in the County Counsel Office has created a delay in action with Public Administrator cases directly effecting the length of time required to administer an estate as the new attorney's review and understand the complex problems associated with estate administration. In general, the number of large estates has increased resulting in higher overall distribution to heirs compared to the previous year.

### Major Issues to be Addressed

- **Increase in Gang Prosecution Cases**—Gang violence continues to increase in severity and sophistication within the county. A formalized gang prosecution unit is in place to adequately respond to the increase in number of cases.
- **Gaining Full Cooperation from Local and National Financial Institutions**—Focus investigative and prosecutorial resources to streamline the process of obtaining financial records in a timely manner, and to work in partnership with the various financial institutions in this county to help protect both corporate and individual victims of identity theft.
- **Elder Abuse Prosecution Cases**—Widespread dissemination of information, to all cross-sections of society, by the District Attorney's Office, has resulted in increased reporting. The population is aging thus the percentage of people who can be victimized in this way is growing. When more victims are combined with more people trained to report financial and physical abuse, the result is bigger caseloads.
- **Amending the Criminal Elder Abuse Statute**—Penal Code 368 makes it illegal to commit theft from a senior. One common way to steal from a vulnerable senior citizen is to apply "undue influence" on that person to facilitate the transfer of assets. Currently, "undue influence" is a civil concept that permits seniors to recover money from perpetrators only if the senior is able to retain an attorney to sue the suspect. The San Mateo County District Attorney's Office, in conjunction with the California District Attorney's Association is working to amend the criminal statute to include this pervasive and complicated theory of theft in order to hold more perpetrators accountable and in order to help restore assets to victimized seniors.

### 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 With Victims and 63% of Victims in Felony Cases

- Continue to contact new victims in a timely manner, to advise them of program services

- Maintain collaborative relationships with other county agencies, to better serve victims

#### Prosecute 100% of Gang-Related Cases Referred to the District Attorney's Office that Meet the Standard for Filing

- Continue to work cooperatively with other law enforcement agencies and task forces to identify and prosecute gangs, including acquisition and identification of information on gang members
- Work 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
- Work with CDAA and the California Legislature to amend the Elder Abuse Statute to extend the protection the law offers to the most vulnerable population

#### Aggressively Prosecute Public Corruption

- Spot-check Statements of Economic Interest for officials who file in San Mateo County
- Begin investigation of allegations of theft of public monies within 3 days of notification

#### Aggressively Prosecute Identity Theft

- Continue to do community outreach to raise awareness of the ID theft issue
- Continuing to expand the scope and breadth of collaboration with local agencies and REACT investigators
- Finding key individuals in corporate security departments that can act as facilitators to assist quickly and responsively to investigative requests and court orders

#### Close 69% of Public Administrator Estates Within 12 Months

- Implement monthly team meetings with Estate Property Officers and Deputy Public Administrators in order to ensure that assets are efficiently marshaled from residences and estates are closed within the established time frame
- Complete staff training in order to ensure the effective, efficient, and timely handling of estates
- Upgrade the Public Administrator System from a DOS based system to a Web based system in order to bring technology up to date

Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Total cases reviewed	22,904	22,947	23,232	22,947	22,947
Total filings	16,871	17,729	20,048	17,088	17,088
Number of felony cases with victims	1,470	1,532	1,429	1,443	1,433
Number of victims contacted, including unsolved cases	5,460	4,404	3,840	4,404	4,404
Number of Public Administrator cases opened	44	75	66	63	63
Number of Public Administrator cases closed	65	59	55	55	55
<b>How Well We Do It (Quality / Efficiency)</b>					
Average number of cases reviewed by attorney	433	459	464	459	459
Percent of victims for whom services were provided	98%	98%	98%	98%	98%
Percent of Public Administrator cases closed within 12 months	71%	69%	70%	69%	69%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of total filings with conviction (excludes dismissals)	91%	92%	91%	---	---
Percent of felony cases where victim services were provided	64%	59%	63%	63%	63%
Average amount distributed to heirs through Estate Probate <sup>(1)</sup>	\$32,329	\$89,473	\$142,604	\$75,200	\$75,200

<sup>(1)</sup> The data represents the dollar amount distributed on exceptionally large estates with few heirs after intensive litigation for FY 2007-08.

District Attorney/Public Administrator (2510B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	621,300	729,697	258,583	400,000	141,417	415,000
Use of Money and Property	61,633	94,703	65,000	67,662	2,662	67,662
Intergovernmental Revenues	12,141,324	12,047,815	12,361,415	12,366,020	4,605	12,913,293
Charges for Services	180,392	233,151	173,448	191,541	18,093	207,547
Miscellaneous Revenue	42,729	46,388	20,000	40,000	20,000	40,000
<b>Total Revenue</b>	<b>13,047,378</b>	<b>13,151,754</b>	<b>12,878,446</b>	<b>13,065,223</b>	<b>186,777</b>	<b>13,643,502</b>
Fund Balance	4,065,398	3,984,132	3,984,132	3,675,088	(309,044)	3,545,995
<b>TOTAL SOURCES</b>	<b>17,112,776</b>	<b>17,135,886</b>	<b>16,862,578</b>	<b>16,740,311</b>	<b>(122,267)</b>	<b>17,189,497</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	16,790,190	18,766,192	19,680,198	20,696,566	1,016,368	21,340,455
Services and Supplies	864,405	1,040,362	1,218,918	1,379,941	161,023	1,300,861
Other Charges	1,522,237	1,670,646	1,656,995	1,735,168	78,173	1,731,139
Fixed Assets	6,957	(1,332)	20,000		(20,000)	
<b>Gross Appropriations</b>	<b>19,183,790</b>	<b>21,475,868</b>	<b>22,576,111</b>	<b>23,811,675</b>	<b>1,235,564</b>	<b>24,372,455</b>
Intrafund Transfers			(84,281)		84,281	
<b>Net Appropriations</b>	<b>19,183,790</b>	<b>21,475,868</b>	<b>22,491,830</b>	<b>23,811,675</b>	<b>1,319,845</b>	<b>24,372,455</b>
Contingencies/Dept Reserves	2,503,414	2,147,122	2,147,122	2,018,029	(129,093)	2,018,029
<b>TOTAL REQUIREMENTS</b>	<b>21,687,204</b>	<b>23,622,990</b>	<b>24,638,952</b>	<b>25,829,704</b>	<b>1,190,752</b>	<b>26,390,484</b>
<b>NET COUNTY COST</b>	<b>4,574,428</b>	<b>6,487,104</b>	<b>7,776,374</b>	<b>9,089,393</b>	<b>1,313,019</b>	<b>9,200,987</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	128.0	129.0	129.0	129.0		129.0
Funded FTE	124.5	124.9	124.9	124.7	(0.1)	124.7

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$122,267 or .07% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Fines, Forfeitures and Penalties

There is an increase of \$141,417 in this funding source due to a projected increase in the number of civil penalty cases such as environmental and consumer fraud cases that are expected to contain civil penalty fines.

#### Use of Money and Property

There is an increase of \$2,662 in this funding source due to interest revenue received on decedent estate administration.

#### Intergovernmental Revenues

There is a net increase of \$4,605 in this funding source due to projected increases in two State grants that are funded by insurance premiums. These increases more than offset a 10% decrease in funding for the additional five grants including Spousal Abuser Grant, Statutory Rape Grant, Restitution Grant, Victim Witness Grant, and Special Emphasis Grant.

#### Miscellaneous Revenue

There is an increase of \$20,000 in this funding source due to projected increase for protected witness reimbursement from the State.

#### Charges for Services

There is an increase of \$18,093 in this funding source due to the projected number of estates that are expected to close during the FY 2008-09 resulting in an increase in Public Administration fees generated.

#### Fund Balance

There is a decrease of \$309,044 in this funding source due to less than anticipated savings at the end of FY2007-08.

### TOTAL REQUIREMENTS

Total Requirements increased by \$1,190,752 or 4.8% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,016,368 in this expenditure category due to negotiated labor increases; inclusion of merit increases and other miscellaneous expenditures.

#### Services and Supplies

There is a net increase of \$161,023 in this expenditure category due to increases in the operating cost primarily due to laboratory fees for DNA and Urine Analysis testing, increased cost of multiple research database access, and consultation fees for the procurement of a case management system.

#### Other Charges

There is an increase of \$78,173 in this expenditure category due to increases in general liability insurance and County facility rental charges for space at the Youth Service Center.

#### Fixed Assets

There is a decrease of \$20,000 in this expenditure category due to elimination of the one-time purchase of three servers during FY 2007-08.

#### Intrafund Transfers

There is a decrease of \$84,281 in this expenditure category due to the elimination of one Deputy Public Administrator position returning to Aging and Adult Services in the Health Department.

#### Contingencies and Departmental Reserves

There is a decrease of \$129,093 in this expenditure category due to the anticipated procurement of a case management system. The balance in Reserves represents 8.5% of Net Appropriations, which exceeds the 2% Reserves policy by \$1,541,796.

### NET COUNTY COST

There is an increase of \$1,313,019 or 16.9% in this Department's General Fund allocation. The increase is primarily due to negotiated labor increases; merit increases; general liability insurance; and county facility rental charges related to the Youth Service Center.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$449,186 or 3% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is an increase of \$15,000 in this funding source due to a projected increase in the number of cases prosecuted resulting in an increase of civil penalty fees.

#### Intergovernmental Revenues

There is an increase of \$547,273 in this funding source due to projected increases in Realignment Tax and Public Safety Sales Tax (Proposition 172).

#### Charges for Services

There is an increase of \$16,006 in estate administrator fees due to projected increases in the number of estates that are anticipated to close for FY 2009-10.

### TOTAL REQUIREMENTS

Total Requirements increased by \$560,780 or 2% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$643,889 in this expenditure category due to negotiated labor increases, merit increases and other miscellaneous expenditures.

#### Services and Supplies

There is a decrease of \$79,080 in this expenditure category due to the anticipated completion of contract services provided for the case management system.

#### Other Charges

There is a decrease of \$4,029 in this expenditure category due to a projected reduction in Automobile Liability Charges.

#### Contingencies and Departmental Reserves

There is no change in this expenditure category. The balance in Reserves represents 8.3% of Net Appropriations, which exceeds the 2% Reserves policy by \$1,530,580.

### NET COUNTY COST

There is an increase of \$111,594 or 1.2% in this Agency's General Fund allocation. This increase is a result of negotiated labor increase, inclusion of merit increases, which are partially offset by projected increases in revenues received from civil penalties, Realignment Tax and Public Safety Sales Tax received from Proposition 172.



## District Attorney/Public Administrator (2510B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	128.0	129.0	129.0	129.0		129.0
Funded FTE	124.5	124.9	124.9	124.7	(0.1)	124.7
 Total Requirements	21,687,204	23,622,990	24,638,952	25,829,704	1,190,752	26,390,484
Total Sources	17,112,776	17,135,886	16,862,578	16,740,311	(122,267)	17,189,497
Net County Cost	4,574,428	6,487,104	7,776,374	9,089,393	1,313,019	9,200,987
 NCC Breakdown						
Federal Grants Match			110,000	110,000		110,000
State Grants Match			20,416	18,374	(2,042)	18,374
Realignment MOE			158,857	158,857		158,857
Proposition 172 MOE			7,487,101	8,802,162	1,315,061	8,913,756

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$9,089,393 or 35%, of which \$8,802,162 or 96.8% is discretionary. Mandated services include criminal prosecution, victim services, and administration of decedent estates in excess of maintenance of effort requirements.

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in interest revenue received on estate administration; reductions in Proposition 172 and reductions in anticipated year-end Fund Balance for FY 2007-08.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(122,267)	1,106,471	84,281	0	1,313,019	0

#### 2. Case Management Consulting

The contract for case management consulting services has been increased. Overtime has been increased for Inspectors assisting with the warrant process for the Department of Child Support Services. Costs are fully offset with Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	129,093	0	(129,093)	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(122,267)	1,235,564	84,281	(129,093)	1,313,019	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; General Liability Insurance expenditures; and increase in revenue received from civil penalties, the Realignment Tax and Public Safety Sales Tax.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
578,279	689,873	0	0	111,594	0

### 4. Case Management Consulting

One-time costs for management consulting services and Inspector overtime have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(129,093)	(129,093)	0	0	0	0

### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
449,186	560,780	0	0	111,594	0

## County Support of the Courts (2700B)

### Budget Unit Locator

#### County

#### Criminal Justice

- District Attorney's Office
- County Support of the Courts
- Private Defender Program
- Sheriff's Office
- Message Switch
- Probation Department
- Coroner's Office

### Budget Unit Description

In accordance with the provisions of the Trial Court Funding Act of 1997, all court-related County General Fund revenue and expenditures are accounted for in this budget unit. Revenues include pre-existing court-generated General Fund revenues and Fine and Forfeiture revenues that comprise the new Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operations and Fine and Forfeiture State remittances, as well as court-related costs not within the definition of "court operations." A Memorandum of Agreement (MOA) between the Courts and the County specifies revenue distribution and provision of services to be performed by the County for the Courts.

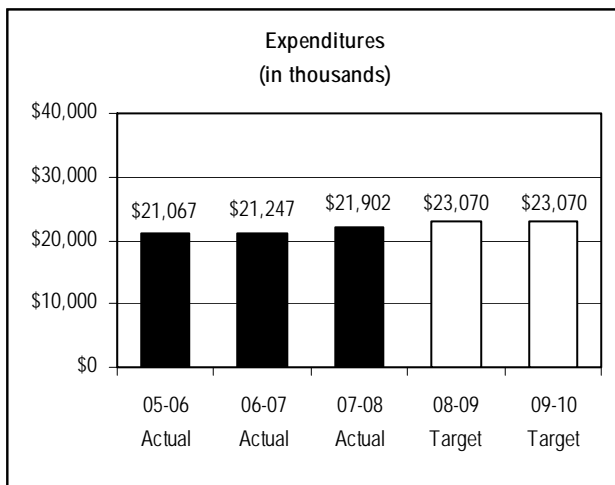
### 1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: Judicial benefits, County-owned facility rent, revenue collection charges, and the mandated 50/50 split of excess fine and forfeiture revenues with the State have all been increased to reflect current levels. These costs are offset by anticipated increases in Superior Court fines and reimbursement from the Courthouse Construction Fund for the Court's prorated share of debt service for the Youth Services Center.

Revenue/Sources	990,869
Appropriations	990,869
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

No change.



### Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$11,954,940 or 51.8%. Of this amount, 0% is discretionary.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

County Support of the Courts (2700B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	6,845,679	6,682,615	6,344,761	7,324,994	980,233	7,324,994
Charges for Services	2,545,067	2,027,454	2,545,791	2,236,291	(309,500)	2,236,291
Miscellaneous Revenue	325,378	678,105	750,000	731,190	(18,810)	731,190
Other Financing Sources		483,520	483,520	822,466	338,946	822,466
<b>Total Revenue</b>	<b>9,716,123</b>	<b>9,871,694</b>	<b>10,124,072</b>	<b>11,114,941</b>	<b>990,869</b>	<b>11,114,941</b>
<b>TOTAL SOURCES</b>	<b>9,716,123</b>	<b>9,871,694</b>	<b>10,124,072</b>	<b>11,114,941</b>	<b>990,869</b>	<b>11,114,941</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	347,243	403,730	360,000	420,000	60,000	420,000
Services and Supplies	1,009,371	883,006	1,042,000	1,087,000	45,000	1,087,000
Other Charges	19,890,048	20,615,248	20,677,012	21,562,881	885,869	21,562,881
<b>Gross Appropriations</b>	<b>21,246,662</b>	<b>21,901,983</b>	<b>22,079,012</b>	<b>23,069,881</b>	<b>990,869</b>	<b>23,069,881</b>
<b>Net Appropriations</b>	<b>21,246,662</b>	<b>21,901,983</b>	<b>22,079,012</b>	<b>23,069,881</b>	<b>990,869</b>	<b>23,069,881</b>
<b>TOTAL REQUIREMENTS</b>	<b>21,246,662</b>	<b>21,901,983</b>	<b>22,079,012</b>	<b>23,069,881</b>	<b>990,869</b>	<b>23,069,881</b>
<b>NET COUNTY COST</b>	<b>11,530,538</b>	<b>12,030,289</b>	<b>11,954,940</b>	<b>11,954,940</b>		<b>11,954,940</b>

## Private Defender Program (2800B)

### Budget Unit Locator

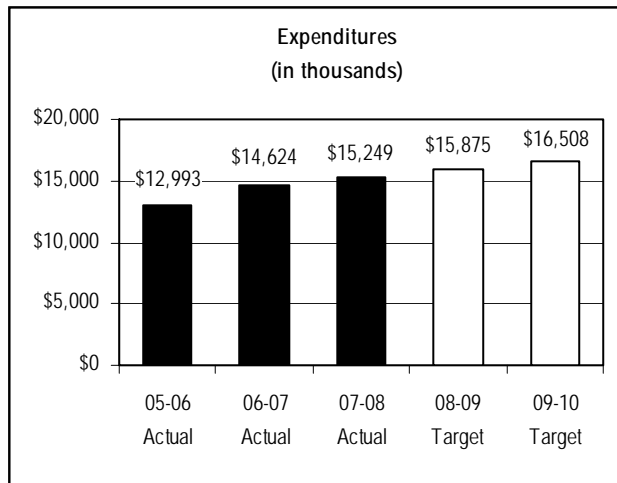
#### County

##### Criminal Justice

District Attorney's Office  
County Support of the Courts  
Private Defender Program  
Sheriff's Office  
Message Switch  
Probation Department  
Coroner's Office

### Budget Unit Description

The Private Defender Program provides competent legal representation in accordance with Constitutional requirements and State 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 2011.



### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$14,925,032 or 94.0%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirement.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Effective July 1, 2006, the Board of Supervisors adopted a five-year agreement with the San Mateo County Bar Association to provide Private Defender Program services. This budget adjustment reflects an annual four percent negotiated increase per the terms of the Agreement and an increase in County-owned facility rental charges,

including debt service for the Youth Services Center. Revenues derived from client fees have been adjusted upwards to reflect current levels.

Revenue/Sources	75,000
Appropriations	632,650
Intrafund Transfers	0
Reserves	0
Net County Cost	557,650
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

This budget adjustment reflects an annual four percent negotiated increase per the terms of the Agreement.

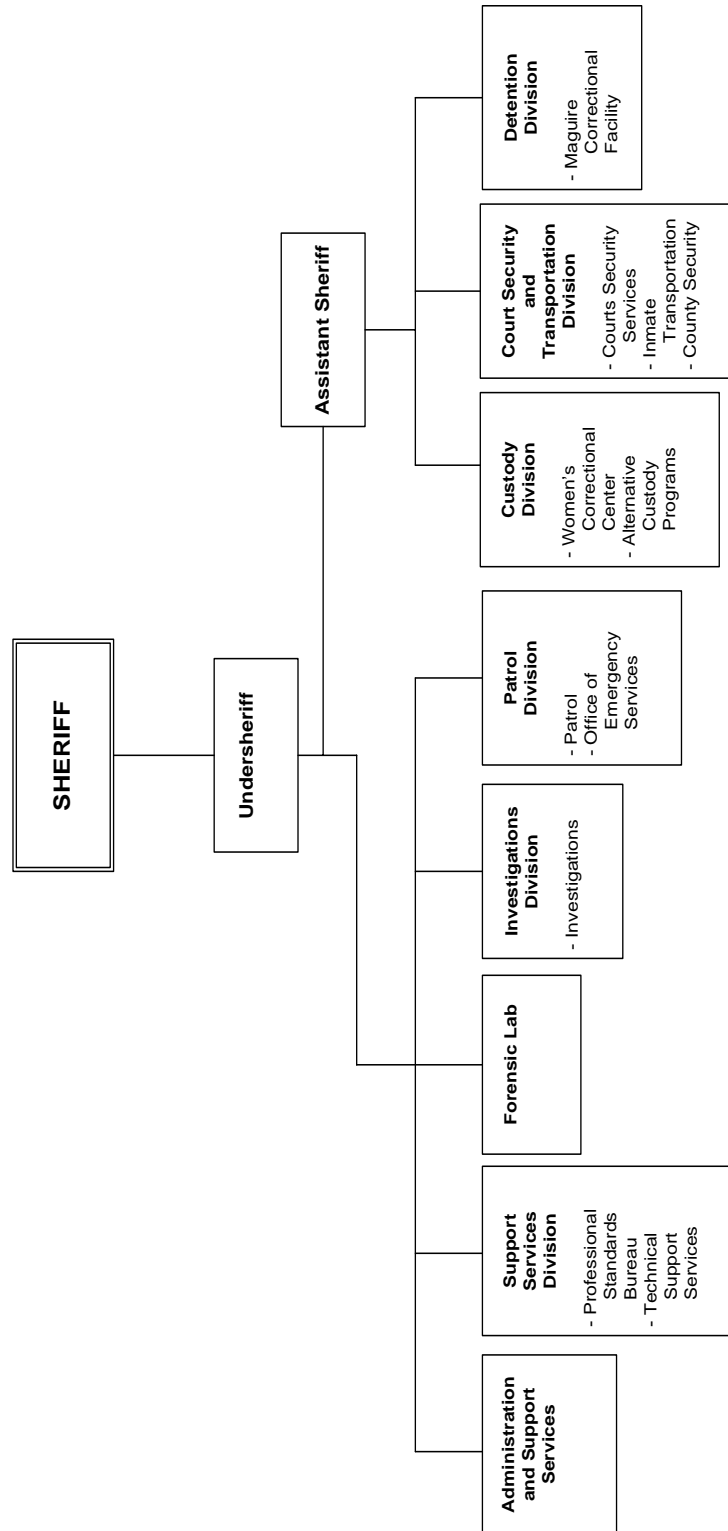
Revenue/Sources	0
Appropriations	632,656
Intrafund Transfers	0
Reserves	0
Net County Cost	632,656
Positions	0

Private Defender Program (2800B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

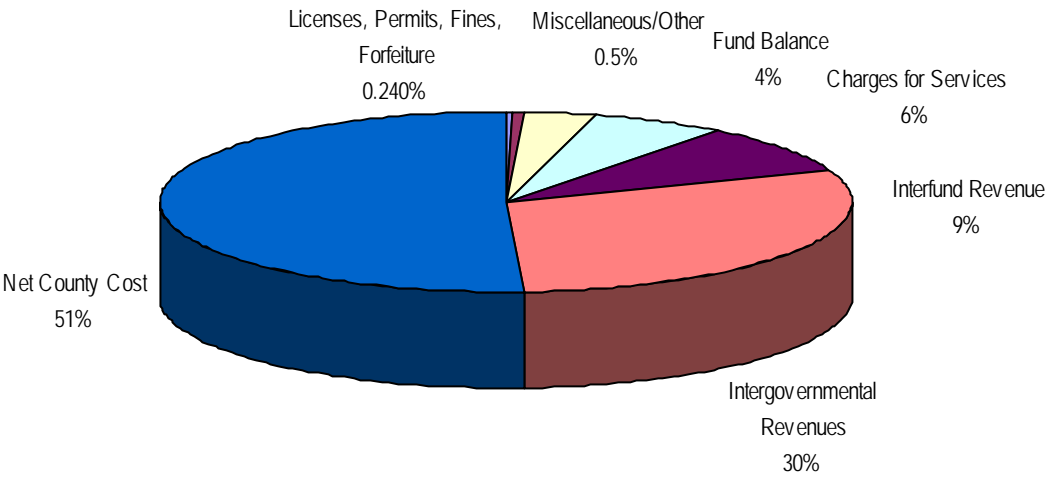
	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	603,426	644,233	500,000	575,000	75,000	575,000
Interfund Revenue	491,953	405,945	375,000	375,000		375,000
<b>TOTAL SOURCES</b>	<b>1,095,379</b>	<b>1,050,178</b>	<b>875,000</b>	<b>950,000</b>	<b>75,000</b>	<b>950,000</b>
<b>REQUIREMENTS</b>						
Services and Supplies	14,623,141	15,208,067	15,208,067	15,816,390	608,323	16,449,046
Other Charges	923	40,651	34,315	58,642	24,327	58,642
<b>Gross Appropriations</b>	<b>14,624,064</b>	<b>15,248,718</b>	<b>15,242,382</b>	<b>15,875,032</b>	<b>632,650</b>	<b>16,507,688</b>
<b>TOTAL REQUIREMENTS</b>	<b>14,624,064</b>	<b>15,248,718</b>	<b>15,242,382</b>	<b>15,875,032</b>	<b>632,650</b>	<b>16,507,688</b>
<b>NET COUNTY COST</b>	<b>13,528,685</b>	<b>14,198,540</b>	<b>14,367,382</b>	<b>14,925,032</b>	<b>557,650</b>	<b>15,557,688</b>

# SHERIFF'S OFFICE

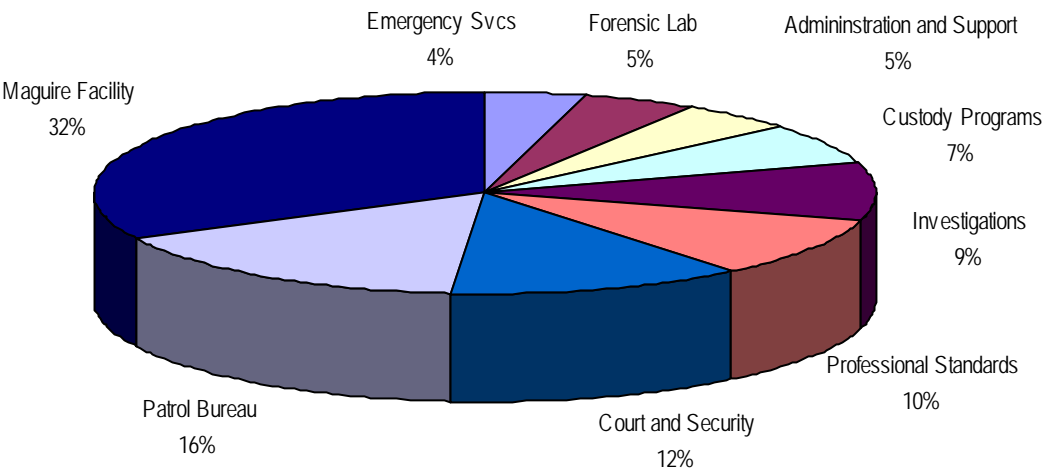


# Sheriff's Office

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements





## Department Locator

### County

#### Criminal Justice

District Attorney's Office

County Support of the Courts

Private Defender Program

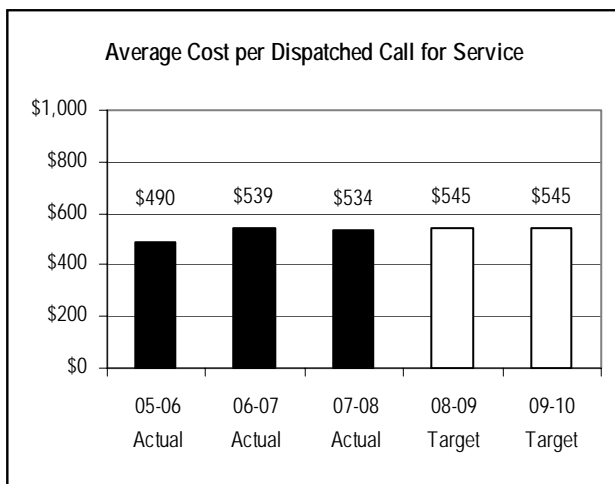
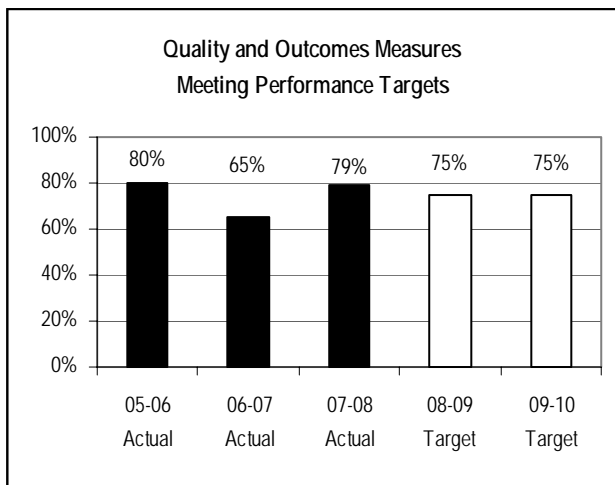
### ► Sheriff's Office

Message Switch

Probation Department

Coroner's Office

## Department Measures



## Department Mission Statement

The San Mateo County Sheriff's Office protects life and property and preserves the public peace. The Sheriff enforces state laws and County ordinances, prevents crime, supports positive youth development, apprehends criminals, supervises and cares for incarcerated prisoners, coordinates emergency services, processes civil actions, and provides security for the Courts, Health Services, County employees, SamTrans/ Caltrain, and the public visiting

County facilities. The Sheriff's Office is committed to providing effective professional law enforcement services in a humane and cost-efficient manner, while supporting positive development within our communities and our youth population.

## Contributions to Shared Vision 2010 Goals (Fiscal Years 2000 – 2007)

### 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 six consecutive years, reflecting the diversity of San Mateo County's population.

- Day Worker Program**

In collaboration with the Human Services Agency (HSA), and the Multi-Cultural Institute, developed 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 outreach, job skill assessment and training, thus providing community enrichment services. The average daily Day Worker Program participation in 2007 is 75. Total day workers served since HSA took over program management in 2006 is 430 (over 1,000 since program inception.)

#### 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 staff to implement several new programs designed to combat gang-related street violence including the Sheriff's Gang Intelligence and Investigations Unit working in collaboration with the San Mateo County Police Chiefs and Sheriff Association – Countywide Gang Task Force, Street Crime Suppression Team, as well as targeted street crime teams in the City of East Palo Alto. The anticipated result is to dismantle criminal organizations active in San Mateo County by identifying and prosecuting gang members.

- Youth Prevention Programs**

Implemented the Juvenile Diversion Program, providing diversion counseling, compliance monitoring, after care programming, parental/family education, counseling and crisis intervention for troubled teens and their families who have come into contact with the juvenile justice system, diverting over 200 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 Bureau, serving approximately 80,000 bus and rail riders on the Peninsula through an investment of 10 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 annually provide over 300,000 hours of public service at no cost to the agencies served, in brush-clearing and landscaping services for County parks and open space areas, and clean-up of public roadways through the Sheriff's Work 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 \$2.2 million and four 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 turn-around times for key analysis, 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.

- **Regional Terrorism Threat Assessment Center (RTTAC)**

Established the Regional Terrorism Threat Assessment Center. RTTAC is a local, state and federal cooperative law enforcement information fusion center providing a central location for the collection, evaluation, analysis and dissemination of terrorism and homeland security related information for public safety personnel throughout the Bay Area. The Sheriff's Office serves as fiduciary for this Homeland Security grant.

- **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.

## PROSPERITY

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

- **North Fair Oaks Festival**

Partnered with the Board of Supervisors, City of Redwood City and the North Fair Oaks Community Council to sponsor the North Fair Oaks Community Festival, which brings attention to the communities and merchants in the area, and encourages economic growth through contact and networking with numerous business sponsors.

- **Work Furlough Program**

Established a Work Furlough Program to allow low-risk offenders to maintain gainful employment and family contact while serving a court ordered sentence.

## Major Accomplishments in FY 2007-08

### Ensure Basic Health and Safety for All

- In collaboration with the Board of Supervisors, implemented the Firearms Domestic Violence Education and Intervention Program in San Mateo County
- In collaboration with the County Manager's Office, received a federal appropriation of \$916,500 for acquiring a Jail Management System
- Established a new Terrorism Early Warning Group with bay area law enforcement partners, assigning one detective funded with a Super Urban Area Security Initiative (SUASI) grant
- Enhanced County gang suppression enforcement with a Homeland Security grant for \$187,000
- Successfully supported the January 2008 Mavericks Surfing Competition in Half Moon Bay, providing law enforcement services and organizational planning support
- Implemented the first full year of the Relief Staffing Unit, filling 18 positions and establishing a relief management program with the Patrol Bureau, the Maguire Correctional Facility and the Transportation Bureau
- Expanded Forensic Crime Lab revenue with new services to the Concord Police Department, increased services to the City of Vallejo as well as an appropriation from Proposition 69 funding to implement new legislation for DNA analysis
- Enhanced the Transit Police Bureau with PERT – Psychological Emergency Response Team with mental health professional resources to help reduce the incidence of suicide attempts along the CalTrain rail corridor
- Enhanced the Crisis Intervention Training (CIT) with San Mateo County public safety agencies, by providing first responders to critical incidents of subjects displaying mental health with specific crisis intervention skills

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

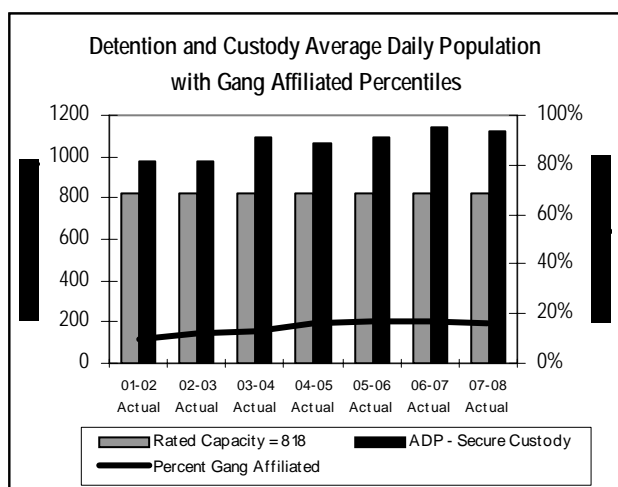
- Recognized by the County STARS Program and Board of Supervisors for outstanding performance by the Gang Intelligence and Investigations Unit
- In collaboration with the County Manager's Office, completed the Needs Assessment and Jail Master Plan phases of the Maple Street Correctional Facilities Replacement Project
- In collaboration with County partners on the Jail Overcrowding Task Force, continued work on interim and long-term jail overcrowding mitigation solutions
- Managed two Declarations of Emergency in the County, for agriculture and an oil spill
- Adopted new Tsunami Warning Plan and installed nine sirens along the coastal region of San Mateo County

- In partnership with the North Fair Oaks Community and the Board of Supervisors, successfully coordinated the 6<sup>th</sup> annual North Fair Oaks Community Festival
- With the Board of Supervisors, Correctional Health Services, Probation Department and Community Based Organizations, implemented the first phase of the Inmate Re-Entry Services Program, by expanding and enhancing the Choices Program (chemical dependency recovery services) and working with an onsite Probation Officer and Service League personnel at Maguire Correctional Facility and the Women's Correctional Center
- In partnership with the Courts, increased participation in new custody alternative programs including the Sheriff's Work Furlough Program and Electronic Monitoring Program
- Implemented the Mentally Ill Offender Crime Reduction Program with a Department of Corrections and Rehabilitation grant and in partnership with Probation, Correctional Health and Community groups: a multi-disciplinary, diversion study program targeting post-custody female offenders

## Major Issues to be Addressed

- **Outmoded Women's Jail and Alternative Custody Facilities**—Overcrowded facilities at the Maple Street Correctional Facilities campus need to be re-modeled and expanded, or rebuilt to accommodate a population of female inmates that exceeds facility rated capacity by 70%, and a minimum security transitional population at a constant 100% capacity. The County is moving forward with developing plans to replace the Maple Street Correctional Facilities.
- **Jail Overcrowding in Men's Custody Facilities**—Current detention and alternative custody facilities for the men's inmate population are consistently operating at or above 140% of rated capacity. Rising rates in serious crime, coupled with the closures of the Men's Medium Security Facility and Honors Camps, attribute to current, critical custody levels in existent facilities.
- **Gang Violence in Communities and Increasing Gang Population in Custody**—An increasingly violent criminal gang population in the community who are well-armed and willing to use fatal violence against opposing gangs, crime victims and law enforcement officers. This has impacted the custody population with a steady and significant increase in gang affiliation, assaultive behavior, and psychologically-troubled conditions among in-custody inmates — amplifying challenges to jail management.
- **Jail Management System (JMS)**—The current, legacy Criminal Justice Information System (CJIS) utilized by County criminal justice agencies and the Courts will migrate by 2010. In tandem with this, the Sheriff's Office is obtaining a Jail Management System. While the Department has commenced planning for the development of a JMS system, and secured approximately 50% of the required funding through a federal appropriation, additional funding must be identified now to move forward on implementing a JMS system to link to the CJIS system when it migrates.

- **Establish and Maintain Relief Staffing**—The Department's overtime budget is not sufficient for relief staffing requirements. It is important to reduce reliance on overtime for critical post relief in patrol and custody functions by expanding the existing relief unit to provide adequate relief staffing for mandated, 24/7 operations. The Sheriff's Office is in the middle of the three year phase-in plan to establish permanent relief staffing unit of 27 positions, which will supplement the existing overtime budget to adequately meet staffing requirements in patrol and custody functions.
- **Other Critical Sheriff's Facilities**—In addition to outmoded and overcrowded detention and custody facilities, other key facilities do not adequately serve the Department's or Community's 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 is working with the County Manager's Office to address these critical infrastructure needs.



## Key Department Initiatives

### 1. Provide Detention Facilities that Meet Current and Future 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 170% above the Corrections Standards Authority (CSA) rated capacity of 84 inmates. The lack of children's visiting areas and programming space further exacerbates this facility's inadequacies.
- Lack of jail bed space for men in-custody population - the Maguire Correctional Facility (MCF) is chronically overcrowded, reaching over 1,000 inmates on weekends in a facility rated for 688, challenging jail management in providing programming services to inmates.

- Need for adequate housing to separate pre-trial inmates from sentenced inmates, civil from criminal, opposing gang members, criminal co-defendants, and protective custody from potential predators. Managing the current population in overcrowded conditions creates difficult logistics in housing inmates.
- As the Courts and the County's Criminal Justice Departments implement the CJIS Migration Plan, the Sheriff's Office must procure and implement a Jail Management System.

#### Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

#### Goal:

- Correctional facilities that will meet San Mateo County's female and male, pre-sentenced and sentenced, incarceration needs for the next 30 years, adequately addressing health, welfare and programming needs of offenders while ensuring the public's safety

#### Objectives:

- A new correctional facility that will operate at an average of no more than 90% of CSA rated capacity for 10 years following construction
- A new correctional facility will meet 100% compliance with statutory regulations, offering adequate bed space for maximum, medium and minimum security inmates
- A new correctional facility that will provide space for re-entry programming, counseling activities and children's visiting, providing sentenced men and women equal opportunities for in-custody services or alternative custody programs
- A new correctional facility will alleviate the current overcrowding at Maguire Correctional Facility
- A Jail Management System will meet comprehensive legal and criminal justice requirements for data gathering and records collection

#### Major Milestones:

- Conduct a Needs Assessment and Preliminary Program Plan for the Women's Correctional Center and Alternative Custody Facility (completed)
- Address Men's In-Custody Population Needs (completed)
- Conduct a Needs Assessment for a Jail Management System, issue RFP for a JMS vendor (completed)
- Procure funding for a Jail Management System (50% of required funding obtained)
- Design a facility that addresses the needs identified through the Needs Assessment process
- Procure funding for new facility
- Obtain a Jail Management System
- Construct the facility
- Develop policies and procedures for new facility
- Complete specialized training for all staff working in the new facility

- Develop community partnerships to bring health and welfare programs to the facility inmates

**Partners:**

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- Correctional Health Services
- Information Services Department
- Superior Court
- Probation Department
- District Attorney's Office
- City Police Departments
- San Mateo County Community-Based Organizations

**FY 2008-09 Budget Impact:**

A Jail Planning Unit with ongoing costs of \$800,000 was funded beginning in FY 2007-08 for staffing support for the planning phase of replacing the facilities. Funding for the Jail Planning Needs Assessment and Master Plan was provided in FY 2006-07 and FY 2007-08. The Jail Management System Needs Assessment and selection phase was also funded in FY 2007-08 and a federal appropriation for \$916,500 (50% of the total JMS project costs) towards purchase and implementation of the system was secured for FY 2008-09. Additional resources from County, State and Federal partners will be required for future, implementation phases for both the jail replacement project and the JMS project. For FY 2008-09, County resources are being sought in collaboration with the County Manager's Office and Department of Public Works, through the County Capital Projects Budget.

**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 25 law enforcement agencies operating in San Mateo County, was built over 40 years ago and is deteriorating due to age and 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 firing range that provides adequate firing lanes to accommodate 25 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 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)
- With the County Manager's Office and Department of Public Works, prepare a preliminary report to the Board of Supervisors regarding Firing Range needs and options
- Obtain a project manager and issue RFP for architectural design plan
- Remodel the existing firing range or construct a new firing range
- Develop policies and procedures for new facility
- Design programs and complete specialized training for staff working in the new facility

**Partners:**

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

**FY 2008-09 Budget Impact:**

Preliminary studies were funded in FY 2005-06 and existing Sheriff's personnel are contributing to ongoing planning efforts. In FY 2007-08, \$200,000 is appropriated in Capital Projects for a site evaluation, a geotechnical evaluation of the selected site, a project consultant for architectural and program design and project management (DPW) for the replacement facility. Additional resources will be required in future years to construct the facility.

**3. Improve Staffing to Meet Minimum Coverage in Mandated Operations through Hiring, Retention and Maintenance of Relief Staffing Resources**

**Major Issues to be Addressed:**

- Current Relief Staffing Unit of 18 positions meets less than 25% of the Department's minimum relief staffing needs,

requiring an adequate overtime budget to make up for staffing shortage.

- Combined overtime and relief staffing budget currently meets 85% of relief staffing needs for positions in mandated operations. Nine additional positions will bring the Department to 100% relief staffing funding.
- Lack of sufficient relief staffing in mandated operations impacts the Department's ability to provide adequate response support in emergencies including earthquakes and pandemic flu; and in responding to local law enforcement agencies' requests for support in crisis situations.

#### **Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

#### **Goal:**

- Provide a staffing level in all mandated positions, based on Correction Standards Authority guidelines, that meets the Department's needs for backfilling all leave vacancies, and allowing the Department to better plan for and respond to emergency situations and service needs in the County

#### **Objective:**

- A combination of permanent relief staff and an overtime budget for relief will aid in reducing critical staffing shortages; providing two sources for relief, both planned and unplanned, allowing for maximum flexibility and improved relief-staffing management. Nine additional relief positions will bring the Department to 100% relief staffing funding

#### **Major Milestones:**

- Establish Relief Staffing Unit, fill first 18 positions (completed)
- Maintain an adequate overtime budget to meet relief needs not covered by Relief Pool positions (completed)
- Establish a methodology to develop annual staffing and overtime budgets, to maintain the appropriate budget levels for the Department's relief staffing needs (completed)
- Complete Relief Staffing Unit, phase in final 9 positions beginning summer 2008
- Hire and train final 9 positions assigned to Relief Unit
- Evaluate the combination of number of permanent relief staff and overtime budget for relief, for maximum management of Department's relief needs

#### **Partners:**

- Board of Supervisors
- County Manager's Office
- Human Resources Department

#### **FY 2008-09 Budget Impact:**

Nine additional Relief Staffing Unit positions in FY 2008-09 are approximately \$1.53 million. This final phase of the Relief Staffing Unit positions will bring the Department's relief staffing resources – a combination of current overtime budget and 27 permanent relief positions – to meet the actual requirements, eliminating a budget deficit in Sheriff's staffing.

#### **Other Significant Objectives by Program:**

The Sheriff's Office includes the following program:

- Administrative and Support Services
- Professional Standards Bureau
- Sheriff's Forensic Laboratory
- Patrol Bureau
- Investigations Bureau
- Office of Emergency Services
- Maguire Correctional Facility
- Custody Programs
- Courts and Security Services

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

#### **Administration**

- Continue to support the County's efforts to address jail overcrowding solutions through collaboration with the County Jail Overcrowding Task Force

#### **Patrol Bureau**

- Supplement public safety needs of County law enforcement agencies, as called upon, through ongoing collaboration and support
- Provide staff with updated "Active Shooter" and Crisis Intervention Training (CIT)
- Implement projects that update technological needs including in-car video cameras and mobile display consoles
- Improve traffic enforcement in the unincorporated areas through ongoing collaboration with California Highway Patrol, to respond to citizen concerns

#### **Investigations Bureau**

- Expand State funding of the Firearms Domestic Violence Education and Intervention Program with new Department of Justice grant
- Expand federal funding to support gang suppression efforts for the Countywide Gang Task Force
- Continue efforts to establish a centralized approach for law enforcement information collection, analysis, and dissemination

#### **Office of Emergency Services**

- Secure funding for ongoing maintenance responsibilities for Homeland Security grant purchased equipment and materials, including adequate storage facilities that offer protection and security
- Expand the SMC Alert System for first responders, schools and residents within San Mateo County
- Revise Sheriff's Office Mobilization Plans: an emergency management plan for deploying personnel and resources to respond to large scale emergencies while maintaining continuity of essential services

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**Maguire Correctional Facility**

- Implement Phase II of the Inmate Re-Entry Services Program: expand participation by inmates while in custody and work with Community Based Organizations by expanding the number of day treatment beds for inmates eligible to be modified out of custody to chemical dependency and other treatment programs, to assist with jail population reduction

**Custody Programs**

- Expand and enhance re-entry program opportunities for female inmates by increasing Choices at WCC from 26 to 34 beds and by establishing a pilot, gender responsive program for up to 40 female inmates at North County Correctional Facility; use lessons learned to develop future re-entry programs for the new, sentenced re-entry facility being planned for in the Maple Street Correctional Facilities Replacement Project
- In partnership with the Courts, continue to increase participation in new custody alternative programs including the Sheriff's Work Furlough Program and Electronic Monitoring Program

Sheriff's Office (3000B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,903	3,281	1,800	2,100	300	2,100
Fines, Forfeitures and Penalties	357,714	290,934	370,000	352,000	(18,000)	352,000
Intergovernmental Revenues	44,349,044	39,123,101	42,014,666	43,937,833	1,923,167	43,553,388
Charges for Services	9,236,580	8,445,640	9,136,265	9,075,153	(61,112)	9,239,866
Interfund Revenue	11,535,143	11,955,348	12,929,731	13,027,088	97,357	13,511,042
Miscellaneous Revenue	512,964	819,980	461,500	608,689	147,189	608,689
Other Financing Sources				185,000	185,000	185,000
<b>Total Revenue</b>	<b>65,993,348</b>	<b>60,638,284</b>	<b>64,913,962</b>	<b>67,187,863</b>	<b>2,273,901</b>	<b>67,452,085</b>
Fund Balance	3,544,821	3,544,821	3,544,821	5,161,476	1,616,655	5,127,471
<b>TOTAL SOURCES</b>	<b>69,538,169</b>	<b>64,183,105</b>	<b>68,458,783</b>	<b>72,349,339</b>	<b>3,890,556</b>	<b>72,579,556</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	102,639,520	107,000,339	107,525,692	112,224,778	4,699,086	114,887,641
Services and Supplies	11,757,177	10,124,013	11,764,604	14,458,674	2,694,070	13,331,741
Other Charges	16,501,089	16,893,681	17,612,937	17,869,379	256,442	17,853,899
Fixed Assets	2,366,464	508,748	1,282,757	860,150	(422,607)	710,150
Other Financing Uses	908,042	906,084	906,084	905,877	(207)	905,877
<b>Gross Appropriations</b>	<b>134,172,292</b>	<b>135,432,864</b>	<b>139,092,074</b>	<b>146,318,858</b>	<b>7,226,784</b>	<b>147,689,308</b>
Intrafund Transfers	(879,404)	(908,559)	(1,077,603)	(1,433,183)	(355,580)	(1,288,023)
<b>Net Appropriations</b>	<b>133,292,888</b>	<b>134,524,305</b>	<b>138,014,471</b>	<b>144,885,675</b>	<b>6,871,204</b>	<b>146,401,285</b>
Contingencies/Dept Reserves	887,199	887,199	887,199	2,469,849	1,582,650	2,469,849
<b>TOTAL REQUIREMENTS</b>	<b>134,180,087</b>	<b>135,411,504</b>	<b>138,901,670</b>	<b>147,355,524</b>	<b>8,453,854</b>	<b>148,871,134</b>
<b>NET COUNTY COST</b>	<b>64,641,918</b>	<b>71,228,399</b>	<b>70,442,887</b>	<b>75,006,185</b>	<b>4,563,298</b>	<b>76,291,578</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	627.0	638.0	638.0	645.0	7.0	645.0
Funded FTE	625.4	636.8	634.1	642.6	8.4	642.6



## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$3,890,556 or 5.6% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Licenses, Permits and Franchises

There is an increase of \$300 in this funding source due to a minor adjustment in gun permit fees.

#### Fines, Fees and Forfeitures

There is a decrease of \$18,000 in this funding source due to a minor adjustment in annual court fines.

#### Intergovernmental Revenues

There is a net increase of \$1,923,167 in this funding source primarily due to the award of the following federal grants: the Community Orientated Policing Services (COPS) Radio Interoperability grant in the amount of \$1,147,069, the Adam Walsh grant in the amount of \$98,795, a federal appropriation for a new Jail Management System in the amount of \$911,918, the National Institute of Justice appropriation for DNA backlog work in the amount of \$131,992, and three Homeland Security grants in the amount of \$641,083. This increase is partially offset due to the closeout of one Homeland Security grant, the closeout of the Mentally Ill Offender Crime Reduction grant, and a funding cut from the State for the juvenile diversion program.

#### Charges for Services

There is a decrease of \$61,112 in this funding source due primarily to an adjustment in fingerprint fees as well as the net reduction for the discontinuance of the patrol services contract with the City of East of Palo Alto. The increase in Transit Police Services for the San Mateo County Transit District offset most of the revenue reductions related to the discontinuation of contract patrol service with East Palo Alto.

#### Interfund Revenue

There is an increase of \$97,357 in this funding source due to minor adjustments in Trial Court Security Services as well as in other special fund reimbursements.

#### Miscellaneous Revenue

There is an increase of \$147,189 in this funding source due primarily to adjusted reimbursements for Workers' Compensation and State Disability Insurance.

#### Other Financing Sources

There is an increase of \$185,000 in this funding source for the County's portion of the radio interoperability project.

#### Fund Balance

There is a net increase of \$1,616,655 in this funding source due to savings in operating costs, including anticipated salary savings from retirements that occurred in FY 2007-08 as well as vacant positions not filled in FY 2007-08.

### TOTAL REQUIREMENTS

Total Requirements increased by \$8,453,854 or 6% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$4,699,086 in this expenditure category due to merit increases and negotiated cost of living adjustments, as well as benefit cost adjustments.

#### Services and Supplies

There is a net increase of \$2,694,070 in this expenditure category primarily due to a federal appropriation for the acquisition of a new Jail Management System in the amount of \$911,918 with a County match in the amount of \$495,000 and contract services in the amount of \$1,138,017 for the radio interoperability project. This increase is partially offset due to expended one-time, homeland security grant funded purchases.

#### Other Charges

There is an increase of \$256,442 in this expenditure category due to increases in service charges from County service departments.

#### Fixed Assets

There is a decrease of \$422,607 in this expenditure category due to adjustments to one-time, homeland security grant-funded equipment purchases.

Other Financing Uses

There is a decrease of \$207 in this expenditure category due to a minor adjustment in the Sheriff's Forensic Laboratory debt service payments.

Intrafund Transfers

There is a net increase of \$355,580 in this expenditure category due to the completion of one-time, capital project funds of \$209,580 for the Maple Street Facilities Replacement Project, the removal of \$75,000 from the Sheriff's budget to the Department of Public Works capital projects budget for the Firing Range Replacement Project, the addition of security guard cost for the La Honda Medium Security Facility of \$145,160, and the addition of the County's match for the COPS Jail Management System Project of \$495,000.

Contingencies and Departmental Reserves

There is an increase of \$1,582,650 in this expenditure category. The balance in Reserves of \$2,469,849 represents 1.7% of Net Appropriations, which is below the 2% Reserves policy by \$427,865.

**NET COUNTY COST**

There is an increase of \$4,563,298 or 6.5% in this Department's General Fund allocation. This increase is due to merit increases, negotiated labor increases and increased costs to existing personnel benefits.

**FY 2009-10 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$230,217 or 0.3% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$384,445 in this funding source primarily due to one time federal funding of \$911,918 for a new Jail Management System and \$193,030 for the Homeland Security Buffer Zone protection grant. This decrease has been partially offset due to increases in Proposition 172 Public Safety Sales Tax Proceeds of \$637,233, Jail Booking Resolution State Aid of \$100,000, Homeland Security Grants of \$46,500, and Other federal program aid of \$35,565.

Charges for Services

There is a net increase of \$164,713 in this funding source due to increases in Patrol contract services revenue of \$133,457, Crime Lab contract services revenue of \$4,614, and Jail Access fee revenue of \$26,642.

Interfund Revenue

There is a net increase of \$483,954 in this funding source due to increases in Trial Court Security revenue of \$242,680 and CAL-ID RAND revenue of \$241,274.

Fund Balance

There is a decrease of \$34,005 in this funding source due to a countywide gang training conference sponsored by the Sheriff's Office in FY 2008-09.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$1,020,610 or 0.7% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$2,662,863 in this expenditure category due to negotiated labor increases.

Services and Supplies

There is a net decrease of \$1,621,933 in this expenditure category primarily due to the one time appropriation for contract services for the radio interoperability project and a one-time County match for a new Jail Management System.

Other Charges

There is a decrease of \$15,480 in this expenditure category due to the elimination of one time service charges associated with the rehabilitation of the Sheriff's Medium Security Facility in La Honda.

Fixed Assets

There is a decrease of \$150,000 in this expenditure category due to the elimination of equipment purchases under the Federal Department of Homeland Security grants.

Intrafund Transfers

There is a decrease of \$145,160 in this expenditure category due to the elimination of one-time funding for security guard costs for the Medium Security Facility in La Honda.

Contingencies and Departmental Reserves

There is no change in the amount of Reserves. The balance in Reserves of \$2,469,849 represents 1.7% of Net Appropriations, which is below the 2% Reserves policy by \$458,177.

**NET COUNTY COST**

There is an increase of \$790,393 or 1.1% in this Department's General Fund allocation due to negotiated labor increases.

## Administrative and Support Services (3011P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

#### ► Administrative and Support Services

Professional Standards Bureau

Forensic Laboratory

Patrol Bureau

Investigations Bureau

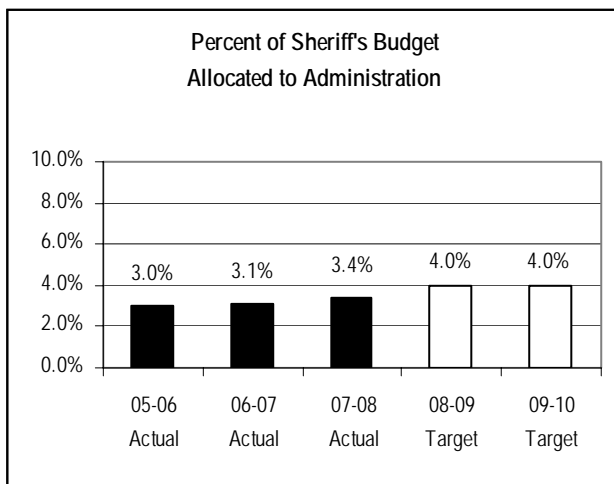
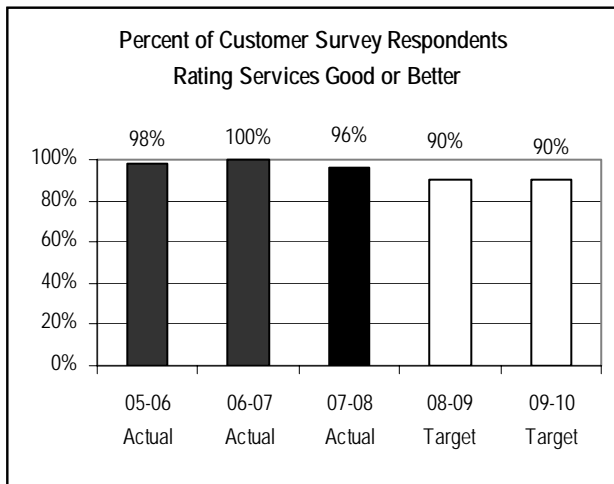
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

### Headline Measures



### Program Outcome Statement

The 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 are major accomplishments in the current year:

- Continued to maintain critical corrections and law enforcement support functions with level resources and growing workloads
- Collaborated with Custody and Detention programs, and County Manager's Office on completing the Needs Assessment Study and interim facility options analyses for replacing the Maple Street Correctional Facilities and addressing current jail overcrowding
- Participated with ISD and County criminal justice agencies in a major IT project for the migration of the CJIS operating system off of the ISD mainframe computer
- With Sheriff's Technical Services and JMS planning committee, completed the charter and needs assessment phases of the Jail Management System Project (JMS); secured \$916,500 in federal funding for JMS acquisition
- With Office of Emergency Services and Regional Terrorist Threat Assessment Center, prepared and administered new Homeland Security grants for the County
- Participated in and coordinated support for the annual Golden Guardian major disaster response training exercise
- Continued to serve as fiscal agent for the OES Joint Powers Authority; Vehicle Theft Task Force and Narcotics Task Force
- Continued to serve as fiscal agent for the High Intensity Drug Trafficking Agency
- Continued to provide Court Security budget services to the Superior Courts and the Administrative Office of the Courts

### Story Behind Performance

The Sheriff's Office continues to maintain a high customer satisfaction rating of over 90%. This year's rating of 96% indicates the quality of law enforcement services provided by the Sheriff's Office for San Mateo County citizens.

Over the last decade and a half, the Sheriff's Office has maintained a low administration-to-operations ratio, consistently reflecting less

than 5% of the department's budget allocated for administrative purposes. This is a key indicator of departmental efficiency.

During the past year, several significant projects have been either completed or taken to a major project milestone. The Administration and Support Services provides support to these Division projects through data gathering and reporting, as well as meeting facilitation, liaison with the County Manager's Office and Board of Supervisors, and other key support activities. These include Sheriff's Office participation in three major, multi-agency jail and inmate services planning entities: the Jail Overcrowding Task Force, the Jail Planning Committee, and the Inmate Re-Entry Services Committee; the Countywide plan to migrate the Criminal Justice Information System and Sheriff's Plan to implement a Jail Management System; and Investigation's newest collaboratives with Department of Justice on Firearms Domestic Violence Education and Intervention Program, and the California Multi-Jurisdictional Methamphetamine Enforcement Team.

The department is currently focusing on two major facility improvements or replacements: the Maple Street Correctional Facilities and the Coyote Point Firing Range. Additionally, there is a long-identified need for a dedicated and relocated facility housing a combined County Emergency Operations Center and Public Safety Communications Dispatch Center.

In 2005, 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.

This year, the Gang Intelligence and Investigations Unit was recognized by the County STARS Program and the Board of Supervisors for its outstanding performance in achieving the goals and objectives of the Countywide Gang Task Force.

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

- To provide support for the Maple Street Correctional Facility Replacement study and construction to the Board of Supervisors' Jail Planning Subcommittee
- To address gang violence, robberies and street crime impacting cities and unincorporated areas of the County
- To address the growing jail overcrowding through proactive planning, participation in the Jail Overcrowding Task Force and collaboration with other County and community agencies to expand community re-entry programs and services
- To replace the Criminal Justice Information system (CJIS) with a modern Jail Management System (JMS)
- To continue to reduce reliance on overtime for relief staffing in the department's critical 24x7 posts, through implementing the third and final year of the Relief Staffing Unit phase-in program

- 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

##### Support the Implementation of Sheriff's Key Initiatives Identified for the Next Two Years

- Support the Maple Street Correctional Facility Replacement Project planning and implementation
- Support the next phases of remodeling or replacing the Firing Range, an outmoded facility that is deteriorating due to age and lack of maintenance
- Support implementation of the expansion of the Sheriff's Relief Staffing Unit, better supporting mandated posts' relief staffing needs while reducing current levels of overtime for relief staffing needs

##### 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
- Increase the distribution of the law enforcement services San Mateo County CARES survey
- Implement service improvement recommendations from community meetings and CARES surveys

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of accounts receivable processed annually	741	776	949	756	756
Number of new financial orders received and processed annually:					
- Wage garnishments	1,390	1,554	1,788	1,480	1,480
- Bank levies	820	1,001	965	745	745
<b>How Well We Do It (Quality / Efficiency)</b>					
Administrative cost per department employee	\$5,675	\$6,616	\$5,709	\$7,800	\$7,800
Percent of department budget allocated to administrative services	3.0%	3.1%	3.4%	4.0%	4.0%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of CARES survey respondents rating Sheriff's services as good or better	98%	100%	96%	90%	90%
Number of major projects and initiatives identified in budget	8	7	7	5	5
Number and percent of projects and initiatives completed on schedule	6 / 75%	5 / 72%	5 / 72%	4 / 80%	4 / 80%
Number and percent of revenue accounts meeting or exceeding budget targets	26 / 87%	21 / 81%	32 / 90%	22 / 78%	22 / 78%

## Administrative and Support Services (3011P)

### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	27.0	30.0	30.0	29.0	(1.0)	29.0
Funded FTE	27.0	29.8	28.5	28.8	0.3	28.8
 Total Requirements	5,042,251	5,374,995	5,402,798	7,222,355	1,819,557	7,309,363
Total Sources	4,466,982	4,494,764	4,230,666	6,031,981	1,801,315	5,997,976
Net County Cost	575,269	880,230	1,172,132	1,190,374	18,242	1,311,387
 NCC Breakdown						
Local Grants Match			28,529		(28,529)	
Realignment MOE			5,999		(5,999)	
Trial Court Funding MOE			12,842		(12,842)	
Proposition 172 MOE				540,280	540,280	540,280
Mandated Services			1,104,390	639,200	(465,190)	751,639
Non-Mandated Services			20,372	10,894	(9,478)	19,468

#### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,190,374 or 16%, of which \$10,894 is discretionary. This discretionary amount includes fiscal support for the Commissary in the detention and custody facilities.

#### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs; adjustments in contract services; adjustments in grant revenue and expenses; and deletion of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
184,660	316,752	0	0	132,092	0

##### 2. Jail Planning Unit Legal Office Specialist

One vacant Legal Office Specialist assigned to the Jail Planning Unit has been deleted to meet budget target. Existing planning unit staff will be required to provide research and support duties including maintaining records and preparing materials that this position was established to fulfill.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(79,845)	0	0	(79,845)	(1)

**3. Adjustment to Fund Balance**

The Administration Program has transferred the unused portion of the STARS award money to the Investigation Program. The negative Net County Cost in this program fully offsets Net County Cost in the Investigations Program. Most of the Fund Balance generated primarily by positions held vacant in FY 2007-08, has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,616,655	0	0	1,582,650	(34,005)	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,801,315	236,907	0	1,582,650	18,242	(1)

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and annualization of mid-year position changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	87,008	0	0	87,008	0

**5. One-time Transfer of Fund Balance**

A one-time transfer of Fund Balance in FY 2008-09 from this program to Investigations for the STARS program has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(34,005)	0	0	0	34,005	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(34,005)	87,008	0	0	121,013	0



## Professional Standards Bureau (3013P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administrative and Support Services



**Professional Standards Bureau**

Forensic Laboratory

Patrol Bureau

Investigations Bureau

Office of Emergency Services

Maguire Correctional Facility

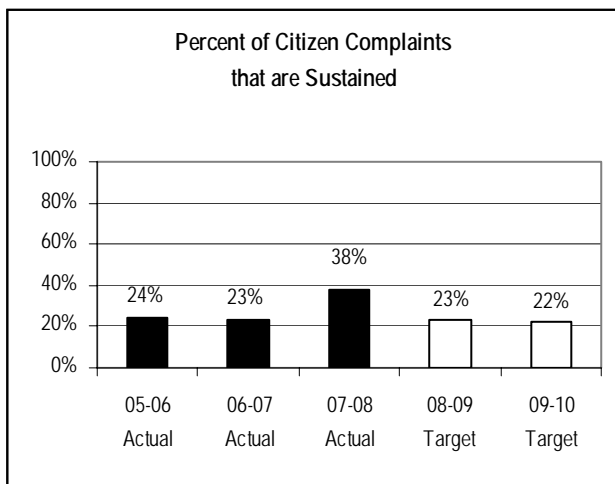
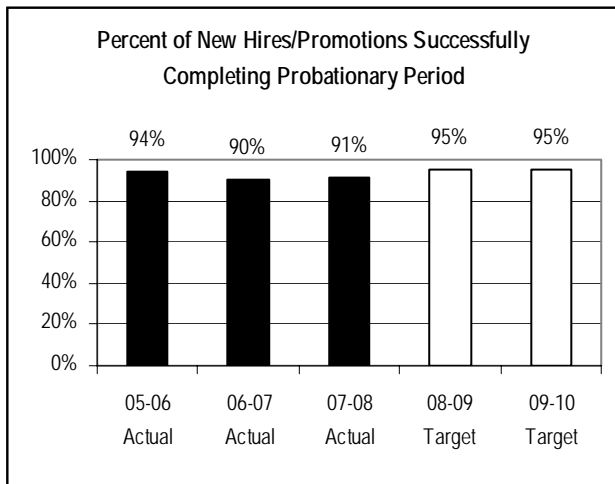
Custody Programs

Court and Security Services

### 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. The Bureau also serves the Sheriff's Office and County law enforcement agencies in 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 to help ensure the safety of law enforcement officers in the field.

### Headline Measures



### 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 supporting department efforts in four areas: personnel services and training; technical support and management; criminal records management; and property and evidence management. The Personnel Services Unit coordinates 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. The Technical Services Unit provides information technology project management, technical support, and criminal records administration. This unit also manages and supports technology for the Coroner's Office and the Countywide Message Switch. The Criminal Records Unit maintains criminal and public records, including criminal warrants and crime reports occurring in the unincorporated areas of San Mateo County as well as for the incorporated cities/towns of Millbrae, Brisbane, Half Moon Bay, Woodside and Portola Valley. 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 are major accomplishments in the current year:

- Hired and trained 30 Deputies and Correctional Officers representing 6% percent of the total sworn workforce
- Continued Correctional Officer recruitments four times a year
- Developed procedures and policies for a Sheriff's Relief Staffing Unit to improve staffing resources for all Divisions and to reduce overtime costs
- Filled second phase of Relief Staffing Unit positions, bringing the unit up to 17 full time relief staff

- Continued to maintain POST-mandated training efforts with less funding by conducting weekly classes for sworn personnel while on duty
- Completed department-wide revision of policies, procedures and training manuals
- Completed the revision of Departmental General Orders in collaboration with County Counsel
- Implemented the comprehensive Records Retention Policies and Procedures developed and approved in 2006
- Completed the charter and needs assessment phases of the Jail Management System Project (JMS)
- Secured \$916,500 in federal funding to support the acquisition and implementation of a new Jail Management System (JMS)
- Converted to electronic reporting of monthly crime information to the State Department of Justice
- Initiated a new property/evidence management system in the Property Unit
- Provided fingerprinting services to 6,474 county applicants

### Story Behind Performance

The Professional Standards Bureau continues to recruit, conduct background investigations, hire and train the highest qualified candidates to fill Correctional Officer and Deputy Sheriff vacancies. The past two years has been a peak period for new hiring as the result of higher vacancy rates from retirements, relocations and new positions including relief pool positions. These factors resulted in the need to hire and train 10% percent of the total sworn workforce. These hiring and training rates are expected to continue for the next two years, as the Department fills the additional Relief Pool positions, as well as replaces ongoing retirements.

Of this year's Deputy/C.O. hires, approximately 50% 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 affected 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 is a continuing challenge for the Bureau, particularly as the population of female inmates continues to grow.

The Training Unit oversees Correctional Officer training, Deputy Sheriff training, weapons training and specialized training. The Unit also schedules and coordinates training for many of the Sheriff's Office civilian personnel. This year, the office conducted or arranged approximately 8,890 hours of training, with each sworn officer receiving an average of 18 hours of training this year. Additionally, the Training Unit works closely with the Law Enforcement Regional Training Academy, at the College of San Mateo, by having Sheriff's Deputies instruct some of the classes and assist with scenario training/testing. This coming year, the Training Unit anticipates organizing an active-shooter training course to train deputies to respond to an active shooter situation, which could occur in schools,

offices or elsewhere in the community. The Training Unit also coordinates a 40 hour Crisis Intervention Training course, which allows local law enforcement agencies, mental health professional and medics to become a trained cohesive group. The Training Unit hopes to acquire newer, fully functional Training Unit offices this year to replace the smaller, outdated leased facility currently being used.

The Relief Staffing Unit was developed in 2005 to assist the Sheriff's Office in providing needed relief staffing and fill vacancies primarily in the Maguire Correctional Facility and in Patrol. In its initial stages, it has begun to show an impact on both improving staffing coverage in 24/7 operations, and reducing the department's reliance on overtime for staff coverage.

The Risk Management Unit continues to monitor employees' injuries, working to reduce the time employees are unable to perform duties and helping to prevent future injuries through the monitoring of Department safety procedures and policies.

The Internal Affairs Unit continues 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. This year, the number of total citizen complaints is lower than prior years, impacting the percent sustained. The actual number of sustained complaints remains stable with prior years.

The Coyote Point Firing Range, administered by the Sheriff's Office, 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, is deteriorating due to age and does not provide modern firearms training needs. The Sheriff's Office continues work with the County Manager's Office on Firing Range replacement planning.

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. A number of significant technology projects are in development, including the Jail Management System (JMS), a new property system, a new personnel management system, and expanding the capabilities of the LawNet system.

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 over 6,000 applicants served annually.

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

- To support Sheriff's Office Divisions undergoing staff transition through quality hiring, training and succession planning
- To continue efforts to increase hiring of female Deputies and Correctional Officers

- To fill the Sheriff's Relief Staffing Unit positions while meeting our hiring goals in quality and diversity
- To implement a new personnel management software system
- To complete a proposal to replace the Firing Range to present to the Board of Supervisors
- To expand on the use of Mobile Data Computer (MDC) equipment in Sheriff's vehicles by implementing additional in-car video systems and additional MDC systems
- To migrate the Criminal Justice Information System (CJIS) from the old mainframe to new hardware and software platforms saving the County in ongoing maintenance costs
- To complete the comprehensive and essential project to acquire and implement a jail management system (JMS)
- Seek additional contract opportunities to provide cost-effective, centralized warrant services under contract to County police agencies

## Program Objectives

The Professional Standards Bureau will meet performance targets by doing the following:

### Support Sheriff's Relief Staffing Needs

- Hire and train nine more sworn officers to the Relief Staffing Unit
- Manage relief staffing assignments to support adequate relief staffing in 24/7 mandated posts
- Assist in evaluating the combination of permanent staff and overtime budget for relief, for maximum management of relief needs

### Replace the Coyote Point Firing Range

- Assist with the study of replacement options for upgrading the current facility or rebuilding a new Range
- Provide staff support with research and project management in planning and implementation phases for the new/remodeled Range
- Assist the County in moving forward with next steps

### Complete or Initiate Major Technology Improvements

- Continue to work with the County criminal justice agencies and ISD to implement CJIS Migration Plan, a multi-year project
- Issue a Request For Proposal and select a vendor for a Jail Management System (JMS) vendor; secure additional funding to cover the total project cost
- Continue to provide additional data sharing opportunities among the San Mateo County Law Enforcement Agencies through the LawNet secure network by adding application access for the Crime Lab's Laboratory Information Management System (LIMS) and the Sheriff's Jail Management System (JMS)
- Complete on-site Crime Laboratory implementation of the forensic Laboratory Information Management System (LIMS)
- Complete the new Property/Evidence Management System
- Acquire and implement a new Personnel Management System

### 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

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of Deputies and Correctional Officers hired or promoted	42	40	29	35	40
Percent of initial applicants that are hired	10%	9%	21%	15%	15%
Number of hours of training conducted:					
- Standards and Training for Corrections (STC)	644	628	540	540	540
- Police Officer Standards Training (POST)	4,618	3,671	3,760	3,800	3,800
- Non-mandated	3,637	3,986	3,910	3,900	3,900
Number of hours of firing range training:					
- Sheriff's Office	650	720	626	725	725
- All other agencies	1,360	957	1,157	925	925
Number of citizen complaints processed (Internal Affairs)	53	34	48	40	40
Number of criminal warrants:					
- Total maintained	26,247	26,295	26,549	27,000	27,000
- New warrants received	11,680	12,316	12,101	12,200	12,200
Number of applicants fingerprinted	7,081	6,185	6,018	6,250	6,250
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of new hires/promotions (Deputy/ Correctional Officer) successfully completing probationary period	94%	90%	91%	95%	95%
Percent of Deputies and Correctional Officers in compliance with POST and STC requirements	97%	95%	98%	98%	98%
Average number of hours training received per Deputy/Correctional Officer	18	19	18	18	18
Percent of citizen complaints investigated	97%	99%	100%	97%	97%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of new hires who are female and/or minority officers	53%	47%	61%	45%	45%
Percent of citizen complaints that are sustained at some level	24%	19%	38%	23%	22%

## Professional Standards Bureau (3013P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	55.0	62.0	62.0	71.0	9.0	71.0
Funded FTE	54.8	61.9	60.4	69.4	9.0	69.4
 Total Requirements	9,059,399	11,452,980	12,874,177	14,093,423	1,219,246	13,887,042
Total Sources	2,405,106	2,302,773	2,725,283	2,612,040	(113,243)	2,712,040
Net County Cost	6,654,294	9,150,207	10,148,894	11,481,383	1,332,489	11,175,002
 NCC Breakdown						
Federal Grants Match			41,042		(41,042)	
Local Grants Match			295,573	295,573		295,573
Proposition 172 MOE			1,662,977	1,662,977		1,662,977
Mandated Services			6,537,530	7,126,765	589,235	7,249,577
Non-Mandated Services			1,611,772	2,396,068	784,296	1,966,875

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$11,481,383 or 81.4%, of which \$2,396,068 is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements, and discretionary services that include technical support services, crisis management training and response, and retiree health benefits.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs; adjustments in contract revenues and expenses; and deletion of one-time purchases and capital projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(113,243)	(65,768)	75,000	0	122,475	0

#### 2. Relief Staffing Unit Phase Three

To alleviate relief needs and reduce reliance on overtime for relief in Sheriff's Patrol, Detention and Transportation Divisions, three new Deputy Sheriff positions and six new Correctional Officer positions are added to the Sheriff's Relief Staffing Unit. This addition of permanent staff contributes to the Department's goal of providing continuity of services while reducing reliance on overtime to meet those services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,210,014	0	0	1,210,014	9

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(113,243)	1,144,246	75,000	0	1,332,489	9

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and adjustments to benefits.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
100,000	(206,381)	0	0	(306,381)	0

## Sheriff's Forensic Laboratory (3017P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau



**Forensic Laboratory**

Patrol Bureau

Investigations Bureau

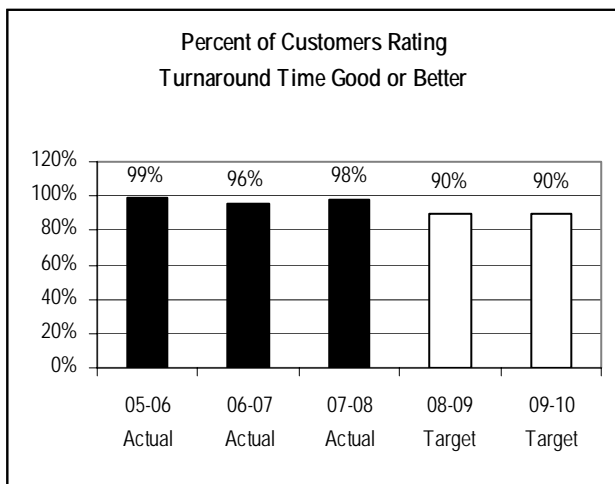
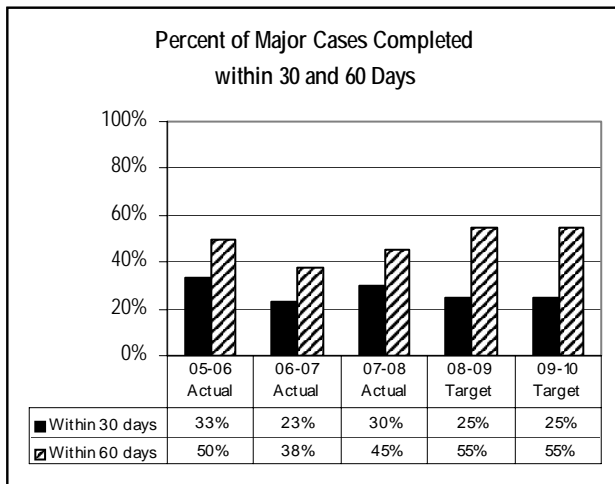
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

### Headline Measures



### Program Outcome Statement

The 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 following false leads. These activities directly help maintain and enhance the safety of residents and visitors, assist vulnerable portions of our population to achieve a better quality of life, and help children to grow up in safe neighborhoods.

The following are major accomplishments in the current year:

- Deployed the Laboratory's Information Management Systems (LIMS) to client agencies
- Continued collaboration with Santa Clara County Crime Laboratory, Los Angeles County Coroner's Office, and Redwood Toxicology Laboratory to offset operating costs
- Filled five positions with new employees and added several new instruments to help achieve more efficient casework analysis, turnaround times, and ensure staff depth in critical service areas including forensic biology and latent prints
- Renewed the Laboratory's contract services with the Vallejo Police Department and entered into a new contract to provide services to the Concord Police Department
- With grant money purchased several critical instruments for the Forensic Biology Unit: a 7500 Real-Time PCR for DNA quantitations, an EZ1 robot for DNA sample extractions, and an ABI 3130 Genetic Analyzer for typing amplified DNA samples

### Story Behind Performance

The San Mateo County Sheriff's Office Forensic Laboratory's focus for this Fiscal Year 2007-2008 was to continue to develop the Laboratory's abilities to better service client agencies, while exploring areas for revenue generation. The Laboratory deployed its Laboratory Information Management System (LIMS) to our client agencies. This is a web-based application that resides on LawNet and allows client agencies greater real-time access to Laboratory information. Law enforcement agencies and the District Attorney's Office can download electronic laboratory reports, crime scene photos, submit case information for incoming evidence, and check the status of on-going casework. These features allow the

Laboratory's client agencies greater access to their cases, at their convenience, while saving valuable Laboratory staff time in the Clerical and Property Units. Over 90% of the law enforcement agencies in San Mateo County were trained and are using the LIMS system.

Not only does the LIMS System streamline the information process of the Laboratory to its clients, it also makes evidence submission more efficient by use of electronic signature pads for evidence transfers, which also reduces paper consumption. All Laboratory Units are currently employing the LIMS System for case management, note taking, report writing, and report review and issuing. LIMS is used by the Forensic Laboratory's Supervisors and Management to review analysis requests, make case assignments, and to monitor the Laboratory case turnaround times and case production.

The Laboratory continued its contractual and professional relationships with the Santa Clara County Crime Laboratory, the Los Angeles County Coroner's Office, and the private laboratory, Redwood Toxicology Laboratory. Santa Clara County Crime Laboratory performs forensic analysis that are not of high enough volume for our Laboratory to maintain competency and efficiency in case analysis - Arson and Questioned Documents are examples of this type of case work. The Los Angeles County Coroner's Office performs Gun Shot Residue (GSR), testing for the County of San Mateo, thus saving the Laboratory from purchasing a Scanning Electron Microscope (SEM), which is an extremely expensive instrument. In the area of urine toxicology the Laboratory has maintained its contract with Redwood Toxicology Laboratory to obtain quicker analysis results at substantial cost savings then performing this testing in-house. These outsourcing arrangements have proven to be very cost effective, while also achieving excellent analysis times for all investigative leads and trial calendars.

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 the crime victims and their families. Delays can also cause release of offenders who may re-offend while awaiting trial, or prolong the exoneration of individuals falsely accused of a criminal act and accurate investigative leads that allow investigators to focus on the true perpetrators of crimes in San Mateo County.

In continuing efforts to meet the demand for service, the Laboratory has brought on five new forensic scientists: one in the Latent Print Unit, one in the Controlled Substances Unit, and three in the Forensic Biology Unit. One of these Forensic Biology positions is funded by Proposition 69 funds to aid in off setting the increase work load that will occur when the State of California goes to a Full Felon DNA Database of all arrestees from the State's current DNA Database of those convicted of Crimes Against Persons and Arson.

This year, with grant funds, the Laboratory purchased three critical instruments to support the Forensic Biology Unit. New instruments require staff time to validate and demonstrate that they function reliably and perform to the specifications required for forensic

analysis. All of the instruments have been validated and the appropriate Forensic Biology staff are being trained to utilize these instruments. These purchases were made to automate areas of DNA analysis, increasing processing turnaround times and alleviating staff time to perform the complicated analysis requiring their expertise.

To assist in offsetting increases in operating costs, the Laboratory has continued its contract with the Vallejo Police Department for \$150,000 and entered into a new service contract with the Concord Police Department for \$35,000.

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

- To maintain current laboratory accreditation
- To continue work on the accreditation process for the ASCLD/LAB change over to ISO/IEC17025:2005(E) standards, mandated by 2010
- To maintain current FBI/DNA Audit status which allows the Laboratory to enter DNA profiles into databases
- To continue to improve evidence processing turnaround times
- To continue to train staff and develop the Laboratory's capacity
- To seek additional Lab revenue through grant opportunities and contract services

#### **Program Objectives**

The Forensic Laboratory will meet performance targets by doing the following:

##### Continue to Improve Laboratory Capabilities and Service Levels

- Fully utilize the Laboratory's databases in DNA, Latent Prints and Firearms Analysis to develop suspect-less case leads and make associations to serial criminal behavior
- Continue cross training of professional staff to increase efficiency of each unit and form the basis of a team approach to casework requiring multiple analyses
- Continue efforts to move the Laboratory's Quality System to new international standards required under ISO/IEC
- Continue working with County criminal justice agencies to reduce and refine the amount of evidence submitted for examination per case through direct outreach

##### Explore Opportunities for Additional Revenue

- Seek additional opportunities offered through forensic science grants
- Seek out other law enforcement agencies 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 Laboratory and no diminished service to San Mateo County clients



Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Total number of major case items received	3,150	3,503	7,320	3,600	3,600
- Firearm items	787	895	813	900	900
- Latent print items	1,575	1,807	5,556	1,800	1,800
- Forensic Biology (DNA) items	787	801	951	900	900
Number of alcohol case items received	1,025	1,229	2,284	1,250	1,250
Number of drug case items received	3,552	3,333	3,418	2,171	2,171
Number of field calls	28	14	66	20	20
Number of items and analysis requests generated by field calls	140	69	458	100	100
Positive Associations <sup>(1)</sup>					
- AFIS Positive Associations	---	36	75	---	---
- CODIS Positive Associations	---	15	96	---	---
- NIBIN Positive Associations	---	5	14	---	---
<b>How Well We Do It (Quality / Efficiency)</b>					
Field call meetings and reports completed within 10 business days	80%	85%	93%	90%	90%
Major cases:					
- Average turnaround time (in days)	41	83	102	50	50
- Percent completed in less than 30 days	33%	23%	30%	25%	25%
- Percent completed in less than 60 days	50%	38%	45%	55%	55%
Alcohol cases:					
- Average turnaround time (in days)	3	3	3	3	3
- Percent completed within 5 days of receipt	---	98%	98%	100%	100%
Drug cases:					
- Average turnaround time - days	4	9	11	3	3
- Percent completed within 4 days of receipt	---	10%	26%	20%	20%
- Percent completed within 7 days of receipt	---	50%	45%	75%	75%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of customers rating turnaround time as good or better	99%	100%	98%	90%	90%
Percent of customers rating forensic laboratory services as good or better	100%	100%	99%	90%	90%

<sup>(1)</sup> Automated Fingerprint Identification System (AFIS), Combined DNA Index System (CODIS), and National Integrated Ballistics Information Network (NIBIN) database positive associations are recorded as actuals only. FY 2006-07 is the first year that data is available.

## Sheriff's Forensic Laboratory (3017P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	32.0	32.0	32.0	31.0	(1.0)	31.0
Funded FTE	32.0	32.0	32.0	31.0	(1.0)	31.0
 Total Requirements	6,086,628	6,129,796	6,507,516	6,762,372	254,856	6,896,241
Total Sources	4,784,431	4,282,585	4,624,050	4,791,380	167,330	4,915,310
Net County Cost	1,302,196	1,847,211	1,883,466	1,970,992	87,526	1,980,931
 NCC Breakdown						
Federal Grants Match			358,244	464,181	105,937	563,447
Local Grants Match			1,257,492	1,257,492		1,257,492
Mandated Services			267,730	249,319	(18,411)	159,992

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,970,992 or 29%, of which 100% is mandated.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs; adjustments in contract services; adjustments in grant revenue and expenses; and deletion of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
35,338	177,709	0	25,000	167,371	0

#### 2. Legal Office Specialist

One vacant Legal Office Specialist has been deleted to meet budget target. The impact on the Crime Lab is minimal. The position has been vacant for one year and the support work provided in the past by this position has been allocated to other staff with satisfactory results.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(79,845)	0	0	(79,845)	(1)

### 3. National Institute of Justice Appropriation for DNA Backlog

This is the annual National Institute of Justice appropriation to support DNA backlog work. The award is effective on October 1, 2008 and will be used to fund DNA testing equipment and supplies and to hire contractors and science interns to complete backlog work.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
131,992	131,992	0	0	0	0

### 4. Forensic Laboratory Instrument Replacement Fund

Most major lab instruments exceed \$100,000 to replace and funds for replacement come from grants applied for through the National Institute of Justice DNA program. In the event that a grant is not awarded, the Forensic Laboratory has established a laboratory instrumentation replacement fund. The Sheriff's Office is reallocating reserves to capital equipment to establish replacement funds for major laboratory instruments.

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

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
167,330	254,856	0	0	87,526	(1)

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and adjustments in contract services and grant revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
123,930	133,869	0	0	9,939	0

## Patrol Bureau (3051P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Forensic Laboratory

#### ► Patrol Bureau

Investigations Bureau

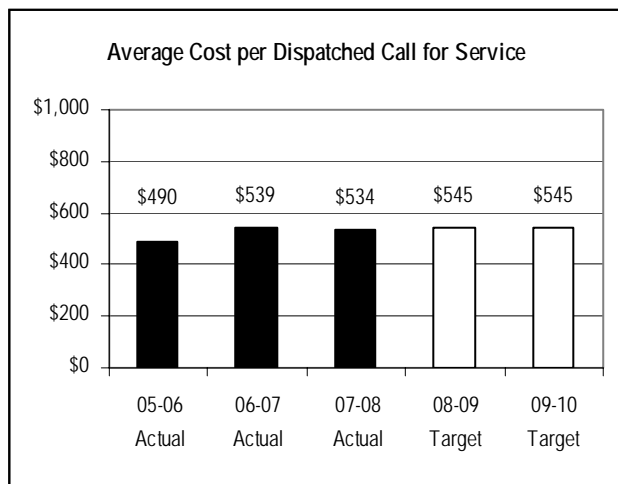
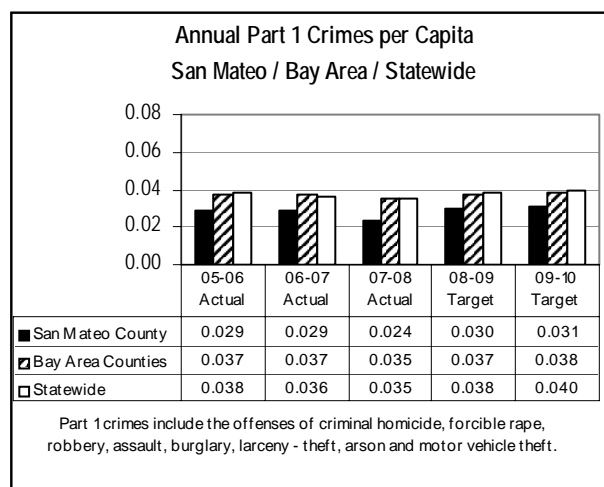
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

### Headline Measures



### Program Outcome Statement

The 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, other 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 five contract jurisdictions, including 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; 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 County Transit District (SamTrans) and the Peninsula Joint Powers Board (JPB/Caltrain), the Sheriff's Transit Police provides law enforcement and investigative services to the municipal bus system and commuter railroad. Combined, these systems transport approximately 80,000 passengers per day on more than 300 buses and 100 trains over 81 miles of track throughout San Francisco, San Mateo and Santa Clara counties. The Bureau strives to improve the safety and security of the users and workers on these systems through professional and reliable police services, innovative problem solving, and working collaboratively with federal, state and local agencies.

The following are major accomplishments in the current year:

- Continued to conduct Tobacco Stings Enforcement to all tobacco retailers in the unincorporated areas
- Provided Sober Prom Presentation to educate students at Half Moon Bay and Woodside High Schools
- Participated with the California Highway Patrol in bicycle safety and education program
- Sponsored and organized the North Fair Oaks Festival
- Participated in Avoid the 23 DUI Enforcement Program with four deputies receiving recognition awards
- Collaborated with the Human Services Agency and the Multi-Cultural Institute and the Day Worker Program to assist day workers and to reduce the number of resident/business complaints in the North Fair Oaks community
- Provided law enforcement and planning services to the Mavericks Surfing Competition

- Enhanced the Transit Police Bureau's ability to enforce safety regulations in its High Intensity Safety Enforcement Program by adding a police motorcycle to the unit.
- Cut Transit Police response time by one minute, primarily due to the addition of two canine officers

### Story Behind Performance

The crime rate in San Mateo County is .030 compared to .037 for the eight Bay Area counties and .038 Statewide. While 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 in San Mateo County began increasing three years ago after five years of stability. Early 2008 indicators suggest major crimes are not subsiding. In the City of East Palo Alto gang-related shootings and/or deaths are a common occurrence. Increased gang activity and gun-related crimes, armed robberies, and violence has also been reported in several other Peninsula cities and in unincorporated County areas, including North Fair Oaks. In 2007 the Sheriff's Office continued to provide temporary mutual aid support to County jurisdictions for emergencies and special events. The Sheriff's Office remains committed to working with all communities in the County to prevent crime and to apprehend criminals.

Response times for priority (emergency) service calls range from 3:45 minutes to 10:50 minutes in rural service areas. Urbanized response times vary depending on traffic congestion. Coastside and rural response times vary by location and may increase 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.

The number of dispatched calls for Patrol service increased significantly due to crime trends and a growing population in urbanized areas. The number of dispatched calls for Transit Police service has grown steadily and is expected to be over 7,500 in 2008. Transit police citations have also increased to approximately 7,000 annually, due to the addition of a Transit Special Enforcement Officer, who writes citations for fare violations on-board, as well as issuing parking citations at the train stations. These citations generate approximately \$115,000 annually in revenue to the District, and have helped improve safety, parking congestion, and responsible ridership. 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 Bureau.

### 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, Countywide Gang Task Force, California Highway Patrol 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 continue to collaborate with the Multi Culture Institute to improve the Day Worker Program in the North Fair Oaks area
- Improve response capabilities to major events and disasters by continuing to work in cooperation with other public safety agencies
- To continue to improve traffic enforcement in congested unincorporated areas and explore the expansion of traffic services in designated County Service Areas
- In collaboration with the Office of Emergency Services, to improve community disaster preparedness and address stakeholder desires for additional neighborhood CERTs (Community Emergency Response Teams)
- To improve the investigative capability of the Transit Police Bureau to respond to, and identify suspects in, gang incidents on buses, and help reduce train-related fatalities
- To continue to address requests from merchants and residents for increased foot and bike patrols by Deputies along Middlefield Road in North Fair Oaks due to increased gang activity

### Program Objectives

The Patrol Bureau will meet performance targets by doing the following:

#### Reduce Gang-Related Violence

- Continue to work collaboratively with the Countywide Gang Task Force due to a significant increase in gang violence
- Continue to explore opening a substation in Pescadero to increase the Sheriff's patrol presence within the community
- Provide updated "Active Shooter" training and Crisis Intervention (mental health intervention for first responders) training to our staff in conjunction with the Sheriff's Training Unit and OES
- Continue to track statistics and report back to the Board of Supervisors on the implementation and success of the Day Worker Program

#### Improve Traffic Enforcement and Patrol Service Levels

- Continue to work in partnership with the California Highway Patrol 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
- Continue to 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
- Implement expanded transit Explosive Ordinance Detection (EOD) patrol service on-board Caltrain and at train stations throughout the corridor

#### Respond to Stakeholder Concerns for Increased Visibility of Sheriff's Patrol Services and Improved Community Traffic Enforcement

- Provide first responder mobilization/support related to mutual aid requests, presidential election activities, or other significant events in coordination with the Sheriff's OES/HS
- 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”
- Continue to work in partnership with local businesses to increase employer participation in a successful Day Worker Program
- Assist communities with development of local CERT disaster preparedness groups, in conjunction with OES
- Continue to participate in community activities, including Sheriff’s Activity League events, Dream Machine Event, Mavericks Surfing Competition, July 4<sup>th</sup> Parade, and the North Fair Oaks Community Festival

Expand and Improve Transit Police Service Levels

- Develop transition plan as Transit Police assumes Amtrak Police coverage responsibilities next year
- Complete new Transit Police website and establish a court-approved course on the Transit Police website (Traffic School) for violators of transit safety laws
- Collaborate with Public Safety Communications to provide call-taker training for the District’s customer service staff
- Provide counter-terrorism training to bus operators

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of dispatched calls for service:					
- Patrol services	57,831	56,937	64,229	68,000	68,000
- Transit Police	4,975	6,251	7,039	7,500	7,500
Number of citations issued:					
- Patrol services	9,189	10,352	11,824	11,000	11,000
- Transit Police	6,250	6,480	7,865	7,000	7,000
Number of total traffic activities by Patrol Deputies (non-citation)	16,681	16,847	18,204	18,000	18,000
Number of right-of-way trespassing interventions annually (CalTrain)	120	187	222	143	143
<b>How Well We Do It (Quality / Efficiency)</b>					
Average response time for priority dispatched calls (in minutes):					
- Urbanized service areas	3:28	3:57	4:44	3:45	3:45
- Rural service areas	10:49	11:41	11:41	11:00	11:00
- Transit (system-wide 3 counties)	18:20	19:50	19:58	18:50	18:50
Number of transit-related arrests	150	124	100	133	133
Average cost per dispatched Patrol service call	\$490	\$539	\$534	\$545	\$545
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Annual number of Part 1 crimes	21,226	21,136	17,818	21,500	21,500
Annual Part 1 crimes per capita:					
- San Mateo County	.029	.028	.024	.030	.031
- Eight bay area counties	.037	.037	.035	.037	.038
- Statewide	.038	.036	.035	.038	.040
Number of on-board assaults annually:					
- CalTrain commute trains	15	21	13	10	10
- SamTrans buses	18	12	10	8	8
- Total assaults	33	33	23	18	18

## Patrol Bureau (3051P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	106.0	103.0	103.0	103.0		103.0
Funded FTE	106.0	103.0	103.0	102.8	(0.2)	102.8
 Total Requirements	23,496,086	22,299,138	23,042,837	23,923,612	880,775	24,497,997
Total Sources	13,486,849	13,337,904	13,470,643	14,047,189	576,546	14,180,646
Net County Cost	10,009,237	8,961,234	9,572,194	9,876,423	304,229	10,317,351
 NCC Breakdown						
State Grants Match			30,000	25,000	(5,000)	25,000
Local Grants Match			228,571	67,400	(161,171)	67,400
Proposition 172 MOE			3,488,214	3,488,214		3,488,214
Mandated Services			5,241,688	5,541,982	300,294	5,949,389
Non-Mandated Services			583,721	753,827	170,106	787,348

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$9,876,423 or 41%, of which \$753,827 is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements, and discretionary services that include Community Policing and School Resources, and SWAT Team and hostage negotiations.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs; adjustments in contract revenues and expenses; and deletion of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
531,601	835,830	0	0	304,229	0

#### 2. City of East Palo Alto Contract Patrol Service

The City of East Palo Alto did not renew its contract with the Sheriff for supplemental patrol services to East Palo Alto. One vacant Sheriff's Sergeant and four vacant Deputy Sheriff positions formerly funded by the contract are deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(815,697)	(815,697)	0	0	0	(5)



### 3. San Mateo County Transit District Contract Police Services

San Mateo County Transit District has expanded its contract with the Sheriff for enhanced transit police services on the CalTrain rail and SamTrans bus systems. The Sheriff's Transit Police Unit is adding three Deputy Sheriff positions, one Legal Office Specialist position, as well as overtime funding for special events to meet enhanced contract services. Position and overtime costs are fully reimbursed by the San Mateo County Transit District.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
860,642	860,642	0	0	0	4

### 4. Extra Help Property Officer to Permanent Property Officer

One extra help Property Officer is converted to one full time permanent Property Officer position to manage growing inventory in Patrol and Office of Emergency Services. The cost of the permanent position is fully offset with a reduction in extra help appropriation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(73,617)	0	0	(73,617)	0
0	73,617	0	0	73,617	1

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
576,546	880,775	0	0	304,229	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and adjustments in contract services revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
133,457	574,385	0	0	440,928	0

## Investigations Bureau (3053P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Forensic Laboratory

Patrol Bureau

#### ► Investigations Bureau

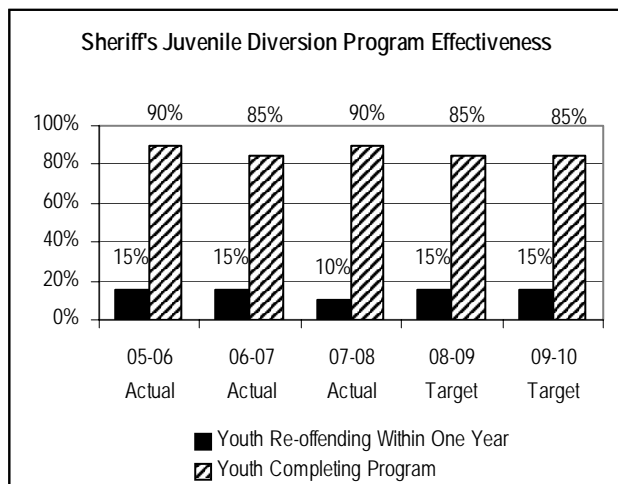
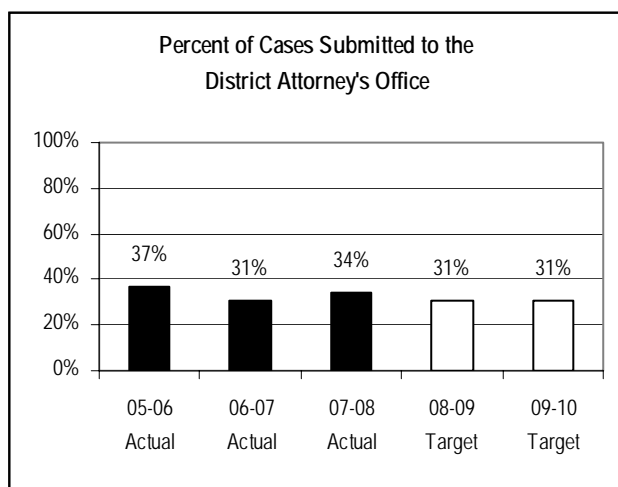
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

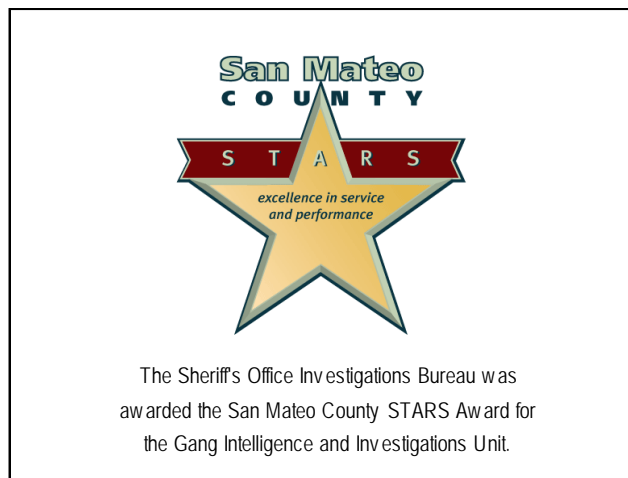
### Headline Measures



### Program Outcome Statement

The Sheriff's Office Investigations Bureau 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 Bureau 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 Bureau 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), Regional Terrorism Threat Assessment Center (RTTAC), San Francisco International Airport Cargo Theft Task Force (CTTF), the Rapid Enforcement Allied Computer Team (REACT), the Regional Computer Forensic Laboratory (RCFL), the Joint Terrorism Task Force (JTTF), and the Countywide Gang Intelligence and Investigations Unit.

The following are major accomplishments in the current year:

- Countywide Gang Task Force is providing a coordinated and sustained approach by local law enforcement to gang suppression. One personnel is deputized under the FBI Task Force, allowing San Mateo County to take high threat cases to federal court for enhanced sentencing under the federal courts
- The Gang Intelligence and Investigations Unit was recognized by the San Mateo County STARS Program and the County Board of Supervisors for its outstanding performance and service to San Mateo County
- The Domestic Violence Firearms Compliance Unit, established in cooperation with the California Department of Justice and the

County Board of Supervisors, exceeded program expectations in reviewing several hundred court orders, serving and enforcing court orders, and seizing almost 100 firearms in its first 14 months of operation

- The Narcotics Task Force increased staffing with California Methamphetamine Program funding and continued overall coordination with Federal Narcotics Enforcement partners
- With Homeland Security funds and in cooperation with the Office of Emergency Services, established a detective position dedicated to the regional Terrorism Early Warning Group, advancing the bay area region's ability to detect and prevent local threats to homeland security

### 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. In addition, all counties were required to submit crime clearance rate statistics to the State of California. The State has recently recognized that the methodology for collecting this data is inconsistent and as a result has suspended collection of this data until a concrete methodology can be established. The Investigations Bureau will continue to report the number of cases sent to the District Attorney's Office for Prosecution as a measure of successful investigations.

Since 2002, the San Mateo County Narcotics Task Force has worked collaboratively with their state and federal narcotic enforcement partners in investigating multiple drug trafficking organizations operating in San Mateo County. These investigations affirm the commitment of targeting drug trafficking organizations as mandated by the Office of National Drug Control Policy and the Northern California High Intensity Drug Trafficking Area (HIDTA), who provide supplemental funding to the Task Force.

Juvenile Diversion, Intervention, and Parent Education Programs continue to be a priority. The Juvenile Diversion Program offers three services: Diversion, which is directed at youth who have committed a minor non-violent crime; Intervention, which is directed at youth who have not committed a crime, but are exhibiting behavioral problems at school or home, and After-Care which provide ongoing support and access to counseling services for program graduates. In total, about 80 minors and 400 families are served annually, with an additional 110 parents attending the Parent Education Program classes. Ongoing follow-up research shows that only about 15% to 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 through 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. The Juvenile Diversion Program remains highly successful with a recidivism rate of approximately 15%.

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 and web site for citizen reporting and to conduct long term investigations that target criminal street activity to identify, prosecute and dismantle criminal organizations in State and Federal Courts.

The Gang Intelligence and Investigations Unit responds to service calls to conduct full background checks, provides case management assistance and conducts statistical charting and gang member validation in San Mateo County. Working with city police departments throughout the County and the Probation Department, the Gang Intelligence and Investigations Unit's contribution to decreasing gang-related activities will continue to increase.

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

- To maintain or increase the percentage of criminal case filings submitted to the District Attorney's Office
- To reduce the frequency of domestic violence incidents involving weapons through administrative seizures of firearms by the Domestic Violence Firearms Compliance Unit
- To develop a system to efficiently track parolees and registered sex offenders who are subject to Jessica's Law
- To continue to increase Juvenile Diversion, Intervention, and Parent Education Program participation
- To continue to impact gangs and gang violence through coordinated efforts of the Gang Intelligence and Investigations Unit and the Countywide Gang Task Force
- To maintain city agency commitments to contributing officers to the task forces despite budget and staffing shortages
- To reduce availability of Methamphetamine and its affects on innocent children who are exposed to a drug endangered environment through a coordinated effort with the Countywide Drug Endangered Children Committee
- To provide newly assigned investigators with necessary related training courses

### Program Objectives

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

#### Increase Firearms Seizures in Domestic Violence Cases

- Review domestic violence related protection orders and identify potential perpetrators
- Determine best methods for contacting perpetrators; serving court orders and confiscating weapons and ammunition
- Meet quarterly with the California Department of Justice evaluators and stakeholders to monitor the program's progress

- Provide Domestic Violence Awareness Training to regional law enforcement agencies

Increase the Number of Juvenile Diversion program Participants and Maintain a Recidivism Rate of 15% or Less

- 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
- Provide positive after-care activities for participants (i.e., special events, field trips)

Develop New, Collaborative Partnerships

- Collaborate with the California Department of Justice to maintain success of the Domestic Violence Firearms Intervention and Education Program
- Collaborate Corrections and Rehabilitation to develop a system for housing and tracking parolees and registered sex offenders who are subject to Jessica's Law
- Collaborate with regional parole agents from the California Department of Corrections and Rehabilitation to develop a system for housing and tracking parolees and registered sex offenders who are subject to Jessica's Law
- Continue efforts to establish a centralized approach to law enforcement information collection, analysis and dissemination
- Engage the State of California's Commission on Peace Officer Standards and Training (POST) by embarking on an assessment review of our processes and policy and procedures manual within the Investigation Bureau in order to benchmark best practices and enhance operations

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of cases reviewed annually	7,578	8,728	8,799	8,800	8,800
Number of cases performed annually:					
- Investigative services	5,456	7,935	5,891	6,500	6,500
- Multi-jurisdictional services	494	482	595	450	450
Number of first-time offenders placed in Juvenile Diversion Program:					
- Aftercare Program	33	49	84	80	80
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of gang members validated <sup>(1)</sup>	---	407	244	225	225
Number of arrests made annually by multi- jurisdictional task forces	255	216	303	200	200
Number of cases submitted to the District Attorney's Office:					
- Violent crimes (excluding sexual assaults)	---	144	421	350	350
- Sex crimes	---	44	22	50	50
- Property crimes	---	1,988	2,088	1,750	1,750
- Other (warrants, on-view, jail, etc.)	---	284	584	625	625
Number and percent of first time offenders successfully completing Juvenile Diversion Programs	23 / 90%	34 / 85%	17 / 90%	28 / 85%	28 / 85%
Number of weapons surrendered by the Firearm Domestic Violence Program	---	20	93	75	75
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of Gang Intelligence and Investigations Unit leading to arrest or diversion	---	55%	46%	50%	50%
Number and percent of cases submitted to the District Attorney's Office (Investigations only)	2,466 / 37%	2,460 / 31%	3,115 / 34%	2,775 / 31%	2,775 / 31%
Number and percent of youth re-offending within 12 months of completing Juvenile Diversion Program	4 / 15%	4 / 15%	2 / 10%	5 / 15%	5 / 15%

<sup>(1)</sup> This was a new program that began in FY 2006-07 and in the first year of operation the contacts were high. As more gang members were validated, new validations are anticipated to drop and subsequent contact with the validated gang members will be to update their information.

## Investigations Bureau (3053P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	57.0	60.0	60.0	60.0		60.0
Funded FTE	55.0	60.0	60.0	60.0		60.0
 Total Requirements	13,080,875	12,877,318	13,386,460	13,636,281	249,821	13,811,335
Total Sources	8,796,003	8,554,627	8,911,766	8,794,223	(117,543)	8,754,355
Net County Cost	4,284,871	4,322,691	4,474,694	4,842,058	367,364	5,056,980
 NCC Breakdown						
State Grants Match				12,178	12,178	12,178
Proposition 172 MOE			2,290,214	2,290,214		2,290,214
Mandated Services			635,452	751,363	115,911	957,483
Non-Mandated Services			1,549,028	1,788,303	239,275	1,797,105

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,842,058 or 35%, of which \$1,788,303 is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements, and discretionary services that include Juvenile Diversion, Gang Intelligence and Investigations, Street Crimes Task Force, and Cargo Theft Task Force.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs; adjustments in grant revenues and expenses; and deletion of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
63,282	396,641	0	0	333,359	0

#### 2. Adam Walsh Grant

The Adam Walsh Child Protection and Safety Act (AWA) of 2006 authorizes the Sex Offender Sentencing, Monitoring, Apprehending, Registering and Tracking (SMART) Office to implement a Sex Offender Management Assistance program (SOMA). SOMA grants assist state, local, and tribal jurisdictions in implementing or enhancing sexual offender registration and notification programs, which support compliance with Title I of the AWA, known as the Sex Offender Registration and Notification Act (SORNA). SORNA was enacted to protect the public from convicted sex offenders by establishing a comprehensive national system for the registration of those offenders. This federal grant will allow San Mateo County to comply with the tracking and registration maintenance of convicted child sex offenders in the unincorporated areas and those who return to the County as officially homeless citizens.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
98,795	98,795	0	0	0	0

### 3. TANF Funding Cut to Juvenile Diversion Program

The Temporary Assistance for Needy Families (TANF) funding application for the juvenile diversion program was submitted but funding was not awarded for FY 2008-09. TANF funding provided mental health counselors for juveniles and their families that were recommended by the Juvenile Diversion Program. Sheriff's school resource officers will continue to work with schools to identify juveniles that need diversion, meet with parents and continue to provide Gang Resistance Education and Training (GREAT) and Drug Awareness and Resistance Education (DARE) classes in the schools. Reductions in this funding source may be partially offset by existing state juvenile justice crime prevention funds.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(206,700)	(206,700)	0	0	0	0

### 4. Juvenile Justice Crime Prevention Act (JJCPA)

Funding from the State JJCPA grant to the Probation Department was used to pay for counseling services to juveniles and their families in the Sheriff's Juvenile Diversion Program. Due to cuts to Temporary Assistance for Needy Families (TANF) funding, the Probation department will allocate the JJCPA funding to a different program, therefore, the Sheriff's Office is removing the revenue and related expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(75,200)	(75,200)	0	0	0	0

### 5. HIDTA Radio Surcharge

A radio surcharge appropriation is added in order to provide 25% County matching funds for a grant pending for the Regional Radio Interoperability Project. The radio surcharge will be in place for three years. The expense is partially offset by an increase in revenue and a reduction in appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,280	2,280	0	0	0	0

### 6. STARS Award

The Investigations Program has received the unused portion of the STARS award money from the Administration Program, which was spent on a countywide training sponsored by the Sheriff's Office. The positive Net County Cost in this program is fully offset by the negative Net County Cost in the Investigations Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	34,005	0	0	34,005	0

### TOTAL FY 2008-09 FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(117,543)	249,821	0	0	367,364	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and adjustments in grant revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
58,927	307,854	0	0	248,927	0

**8. Elimination of One-Time Grant Funding and STARS Award**

Appropriations for the Adam Walsh Grant and STARS Award have been removed in year two.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(98,795)	(132,800)	0	0	(34,005)	0

**TOTAL FY 2009-10 FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(39,868)	175,054	0	0	214,922	0



## Office of Emergency Services (3055P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Forensic Laboratory

Patrol Bureau

Investigations Bureau



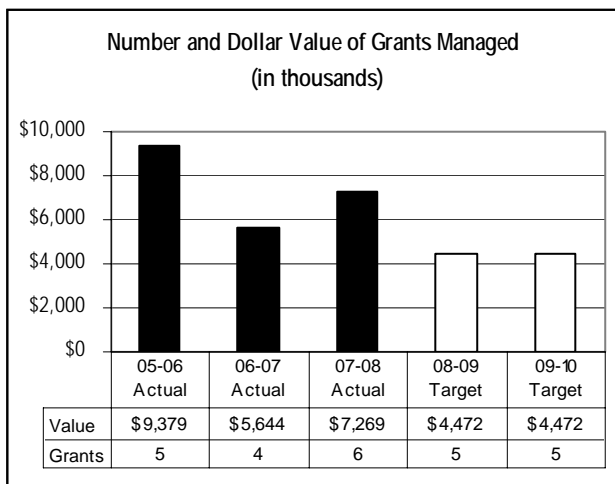
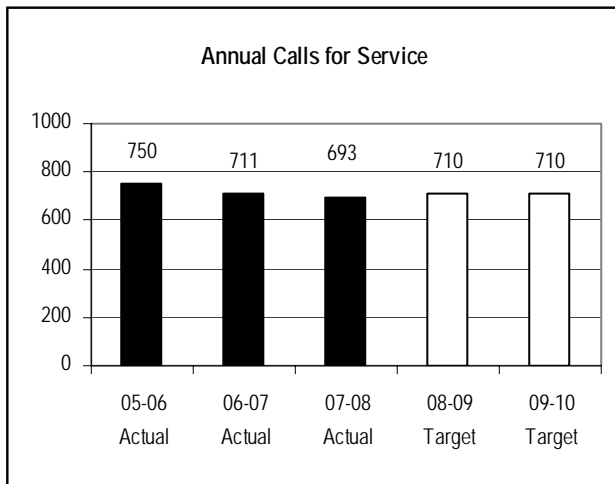
**Office of Emergency Services**

Maguire Correctional Facility

Custody Programs

Court and Security Services

### Headline Measures



### Program Outcome Statement

The Sheriff's Office of Emergency Services (OES) provides emergency management, search and rescue services; law enforcement and fire service support; emergency response for on scene management, major planned event services and personnel, volunteer recruitment, training, planning, and Homeland Security funding coordination to support public safety efforts. OES strives to 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 professional Emergency Management Services Unit. Each unit has a separate and distinct mission; however they work together in accordance with the state-mandated Emergency Management System (SEMS). OES also is pursuing County-wide National Incident Management System (NIMS) training and compliance standards to all jurisdictions in San Mateo County. OES also prepares and monitors all Homeland Security grants for the County and operational areas.

The following are major accomplishments in the current year:

- Completed two Homeland Security grants from prior years: 2005 Urban Area Strategic Initiative (UASI) and 2006 Super Urban Area Security Initiative (SUASI)
- Applied for 2008 SUASI grant
- Completed application and received 2007 SUASI grant
- Met with all member cities to improve OES customer service efforts and expand joint participation with cities
- Continued work on radio interoperability project: received \$2.2 million COPS Grant for Technology for \$2.2 million received, Public Safety Interoperable Communications (PISC) grant for \$1.4 million
- Responded to almost 45 major emergencies including fires, floods, gas leaks, and hazardous materials spills
- Managed two Declarations of Emergency in the County, one for agriculture, one for an oil spill in the San Francisco Bay
- Organized and coordinated the third annual Emergency Preparedness Day which drew over 2,500 attendees. The funding for this event was received by a cooperative venture with the City and County of San Francisco. This was done in conjunction with Operation "Urban Shield", a multi-county emergency preparedness fifty-hour training exercise
- With the Board of Supervisors, adopted the new San Mateo County Operational Area Plan, a multi-hazard plan for the County
- Adopted new Emergency Sanitation Plan

- Adopted new Tsunami Plan and installed nine tsunami warning sirens along coastal region of San Mateo County
- Achieved "Tsunami Ready" certification by the National Oceanic Atmospheric Administration (NOAA)
- Began development of Extreme Weather Plan with Human Services Agency and the Health Department
- Trained over 270 County personnel in a Weapons of Mass Destruction (WMD) tabletop exercise for first responder supervisory personnel in law enforcement, fire, public works, emergency services and public safety communications
- In collaboration with Environmental Health, County Parks, special districts and individual cities, managed Cosco Busan Oil Spill that threatened the entire San Mateo County Ocean and bayside coastlines for a two week period
- Provided a tabletop flood exercise for the City of East Palo Alto
- Continued with required SEMS/NIMS training for County first responders and managers
- Built SMC Ready website, [www.smcready.org](http://www.smcready.org) to advise public how to prepare themselves
- Produced a 30 minute disaster preparedness DVD to be distributed to local public access channels, community groups and on the web
- Acquired four shelter and care trailers, three generators and two multi-casualty trailers
- Tested the use of the SMC Alert system in schools throughout San Mateo County

### Story Behind Performance

The Office of Emergency Services and Homeland Security (OES) continues ongoing efforts in planning, training and exercising all first responder efforts regarding emergencies, disasters, and catastrophic events. OES and the Joint Power Authority partner agencies respond to approximately 700 service calls each year for law enforcement, fire, hazardous materials spills, bomb threats and search and rescue missions.

OES maintains and upgrades the Countywide Emergency Operations Plan (EOP). Recently, the National Incident Management System (NIMS) became a standard for all government agencies. NIMS compliance is a requirement of the National Response Plan. OES assessed the requirements of what NIMS compliance entails and quickly rolled out alternative training suggestions to all cities and County agencies. The training needed to be sensitive to budget concerns of all agencies as one alternative required a classroom setting for students, while another encouraged "on line" training through the Federal Emergency Management Agency (FEMA). A few San Mateo County agencies brought in private vendors to supply this training at a significant cost for both tuition and overtime, but the importance of compliance outweighed the monetary concerns.

Last year, OES opened the Emergency Command Center (ECC) three times to respond to winter storm concerns, once for a multi-county weapons of mass destruction exercise (Urban Shield) and once for two weeks during the Cosco Busan oil spill. The primary

goal of activating the ECC is to coordinate and track events, log situational issues and to provide real time information to the cities within San Mateo County.

OES continues to see a drop in service calls. This is partially due to the County of San Mateo Environmental Health's waste drop off program, which allows residents to safely bring household waste to collection sites to be disposed of properly. This service has reduced hazardous materials call outs, allowing OES staff to dedicate more time to modify the individual City and Town Emergency Operations Plans which was outdated due to new NIMS requirements and changes in County population and population needs.

Businesses with larger employee populations are still a concern and OES continues to meet with and plan with these groups.

OES responds to about 50 major emergencies each year including serious fires, extreme storm conditions, law events, SWAT incidents, lost person searches, rescues, hazardous materials incidents, bomb threats, and national security alerts. The Office has been able to respond to 100% 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 for family members by the Red Cross have been quickly brought to the scene and efforts have been focused on our vulnerable populations, after seeing the after effects of Hurricane Katrina. As part of our interest in vulnerable populations, OES conducted training for first responders dealing with hearing impaired individuals.

The OES staff work closely with all emergency response agencies and several community based organizations, including THRIVE and Peninsula Clergy Network. OES understands the need to partner with non-profit service providers. Maintaining the support of agencies, which provide emergency food, shelter, and most importantly understand and support our "Special Needs" population, is at the forefront of the OES mission.

Community Emergency Response Teams (CERT) continues to grow throughout San Mateo County. OES supports the CERT program in several ways. Last year OES used Homeland Security funds to outfit a training trailer to carry supplies necessary to host CERT training classes. The trailer was so successful that a second trailer was added this year using the same funding source. Additionally, OES hired a CERT coordinator on contract with grant funding to work with the community groups and fire agencies to coordinate the training Countywide. Through the Homeland Security Grant Program, OES purchased and stored individual CERT kits for additional CERT trainings through the year. OES distributed hundreds of these kits and are ready to provide more to support the CERT efforts of each jurisdiction.

In keeping with our strong citizen preparedness efforts, OES worked closely with members of the San Mateo County Board of Supervisors to host the third annual Disaster Preparedness Fair at the San Mateo County Event Center. Over 2,500 residents came to the event to view preparedness and disaster response demonstrations and visit City and County government-staffed

information booths so residents understand resources available to them and the planning efforts going on close to home.

OES handled logistics and planning support for the first regional SWAT orientated terrorism training, Operation "Urban Shield". Scenarios conducted included a bridge bombing, an anti-aircraft missile attack, entry by SWAT into a fire/smoke building and a search for a terrorist in an open field. This exercise was multi-agency, including participants from agencies outside the County, the State and as far as Boston.

The Search and Rescue Unit is on-call seven days a week, twenty-four hours a day. OES has over 300 trained volunteers who respond to situations involving lost persons as well as water related incidents. These volunteers respond to extraordinary and planned events each year, saving thousands of agency staff hours. The prompt response of the Search and Rescue Unit has resulted in the timely location of and aide to lost victims of heart attacks, illnesses, dementia or suicide.

This year OES implemented a routine program of using volunteers for storms. The program was named Storm Watch and the volunteers logged in hundreds of hours. Their mission is to assist with calls for service involving wires down and fallen trees. It is now routine to plan for their use when advance notice of storms comes in.

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

- To continue to work effectively with local, regional, state, and federal agencies to ensure San Mateo County receives real information in regards to threat levels and terrorist activities and trends throughout the world
- To maintain the Emergency Services Joint Powers Authority position in the funding formula that continually supports the Hazardous Material Entry Team through the Fire Service
- To ensure that San Mateo County's preparedness needs are considered on a regional planning level through the federal Super Urban Area Security Initiative (SUASI)
- 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 continue to fund programs such as Community Emergency Response Teams, weapons of mass destruction detection resource and training
- To secure funding for grant obtained vehicles - currently no maintenance funding is allowed in grants
- To secure funding for the Dam and Levee Project as recommended by the Grand Jury

## **Program Objectives**

The Office of Emergency Services and Homeland Security 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 in the County within one hour
- Explore the inclusion of the San Francisco International Airport as an associate member of the JPA as recommended in a 2006 Grand Jury investigation and report
- Develop a proposal for the JPA to assume ongoing maintenance responsibilities for equipment and material purchased through Homeland Security grants, including adequate storage facilities that offer protection and security
- Organize the fourth annual Emergency Preparedness Day in September of 2008, with the Board of Supervisor
- Continue to use, develop and market the SMC Alert ([www.smcalert.info](http://www.smcalert.info)) system for both first responders and citizen notifications, especially targeting schools
- Continue to expand the TENS alerting system, using reverse 911 technology
- Continue to work with all cities that have not yet submitted and incorporated the new Emergency Operations Plan to their cities for City Council acceptance
- Develop and implement an electronic database to manage the use of JPA and Sheriff's Office equipment

#### **Ensure San Mateo County Preparedness Needs are Met Through Regional Planning, Training and Exercising**

- Participate in County and State training exercises including Urban Shield in August 2008 and Golden Guardian in November 2008
- Participate in the federal Super Urban Area Security Initiative (SUASI) program for the San Francisco Regional Area
- Integrate the Bay Area Regional Emergency Coordination Plan (RECP) into the County Response Plan
- Assist the Health Department with planning and training on the County wide Pandemic Influenza Plan
- Train and Exercise city and County staff on Emergency Operations Center operations and functions
- Continue to advocate in radio interoperability as directed by Homeland Security to fulfill a national goal of upgrading our radio communications to the digital 700 Mhz system
- Train County employees in Community Emergency Response Training (CERT) program
- Train mandated County employees to be compliant with 2008 NIMS requirements
- Develop Departmental Operation Center for key County departments, to support Emergency Operational Center (EOC)

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Annual calls for service	750	711	693	710	710
Number of search and rescue/law enforcement support mission requests	339	228	206	220	220
Number of incidents responded to by OES staff	42	22	39	45	45
Total mutual aid calls for service:					
- Law enforcement	256	314	330	275	275
- Fire	51	25	18	40	40
- Haz-Mat	22	17	24	30	30
- Bomb Squad – high threat	52	82	69	75	75
- Bomb Squad – total calls	82	127	115	100	100
<b>How Well We Do It (Quality / Efficiency)</b>					
Annual FTE paid hours saved by use of OES volunteers	21,006	13,673	20,675	20,500	20,500
Amount saved by use of OES volunteers <sup>(1)</sup>	\$911,027	\$605,045	\$1,016,426	\$880,000	\$880,000
Percent of emergency incidents responded to within one hour	100%	100%	100%	98%	98%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of Operational Area (JPA) customers rating OES support as good or better in annual customer survey <sup>(2)</sup>	--	--	14 / 100%	15 / 90%	15 / 90%
Number and percent of Bomb Squad callouts where an explosive or dangerous device is located and disarmed	29 / 35%	38 / 33%	47 / 42%	35 / 35%	35 / 35%
Number and dollar value of grants managed during the year	5 grants / \$9,378,712	4 grants / \$5,643,719	6 grants / \$7,269,574	5 grants / \$4,471,585	5 grants / \$4,471,585

<sup>(1)</sup> The amount saved by use of OES volunteers is based on hourly rates from \$37 in FY 2003-04 to \$42 in FY 2007-08.

<sup>(2)</sup> The annual customer survey was not conducted during FY 2006-07.

## Office of Emergency Services (3055P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	12.0	11.0	11.0	11.0		11.0
Funded FTE	11.9	11.0	11.1	11.0	(0.1)	11.0
 Total Requirements	7,752,302	4,969,083	5,037,016	6,232,602	1,195,586	6,089,510
Total Sources	6,600,034	2,278,517	3,615,427	4,797,891	1,182,464	4,640,919
Net County Cost	1,152,268	2,690,566	1,421,589	1,434,711	13,122	1,448,591
 NCC Breakdown						
Federal Grants Match				102,851	102,851	109,317
Emergency Services JPA			760,643	765,626	4,983	757,757
Mandated Services			516,795	447,653	(69,142)	462,936
Non-Mandated Services			144,151	118,581	(25,570)	118,581

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,434,711 or 23%, of which \$221,432 is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements, and discretionary services that include Marine Patrol and Rescue, and Terrorism Response.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs; adjustments in grant revenues and expenses; and deletion of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(598,636)	(585,514)	0	0	13,122	0

#### 2. COPS Technology Radio Interoperability Grant

In the wake of events such as Hurricane Katrina and the September 11, 2001 attack, there has been recognition at all levels of government that greater communications interoperability is needed between public safety and services entities. To that end, San Mateo County has participated in several initiatives with other county, state and federal agencies to promote and develop regionally interoperable public safety and service communities. A primary focus of these efforts is the development of standards based digital radio systems operating in the 700 MHz radio spectrum. The County has received grant revenue for FY 2008-09 through the Department of Justice's Community Oriented Policing Services (COPS) Technology Program for this project. Upon completion of the project, San Mateo County will realize the following enhanced capabilities: 1) Linkage between San Mateo and San Francisco 911 dispatch centers; 2) Direct radio communication between field units in both San Francisco and San Mateo County; and 3) Linkage with other regional Public Safety Systems. This appropriation represents years one and two of a three year grant.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,147,069	1,147,069	0	0	0	0

**3. Homeland Security Grant: Office of Emergency Services (OES)**

This is the annual federal Homeland Security grant to San Mateo County that has been approved by the Board of Supervisors in resolution number 069643 on August 12, 2008. The total grant award is \$2.5 million with OES receiving \$1.5 million, which will be spent in FY 2008-09 and FY 2009-10.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
250,000	250,000	0	0	0	0

**4. Homeland Security Preparedness Project**

In October 2007, San Francisco was awarded the Super Urban Area Security Initiatives (SUASI) Grant from the Federal Department of Homeland Security. San Mateo County is a sub-grantee of this award and the Office of Emergency Services (OES) uses these funds for citizen preparedness events like Emergency Preparedness Day as well as training and exercises, such as Urban Shield and Golden Guardian.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
198,053	198,053	0	0	0	0

**5. Homeland Security Buffer Zone Protection Grant**

The Buffer Zone Protection grants are typically awarded every 2-3 years in order to add extra security or security enhancements to selected critical sites that are considered key resources in a jurisdiction or surrounding communities. The funding allows jurisdictions to revise and enhance security measures at critical sites through planning and equipment. San Mateo County Area Office of Emergency Services will serve as the administrator of this grant to the designated site within the County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
193,030	193,030	0	0	0	0

**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,182,464	1,195,586	0	0	13,122	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and adjustments in grant revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
36,058	49,938	0	0	13,880	0

**7. Homeland Security Buffer Zone Protection Grant**

One-time Homeland Security grant allocations for buffer zone protection have been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(193,030)	(193,030)	0	0	0	0

## TOTAL FY 2009-10 FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(156,972)	(143,092)	0	0	13,880	0

## Maguire Correctional Facility (3101P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Forensic Laboratory

Patrol Bureau

Investigations Bureau

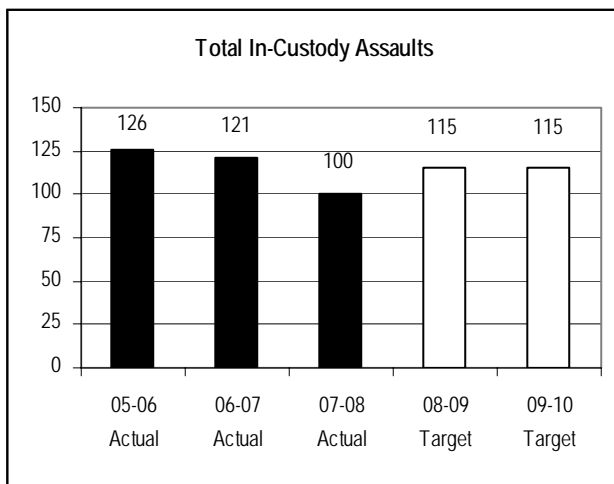
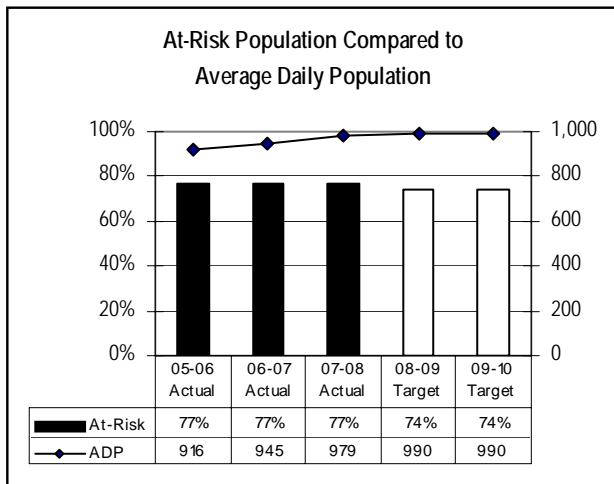
Office of Emergency Services

#### ► Maguire Correctional Facility

Custody Programs

Court and Security Services

### Headline Measures



### Program Outcome Statement

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates in a humane and respectful environment. 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 1,012 inmates. The Detention Division has been actively working to develop alternatives to incarceration with the Custody Division and Courts to manage the growing inmate population.

The following are major accomplishments in the current year:

- Experienced no jail escapes
- Collaborated with Correctional Health Services, Probation and Community Based Organizations to create the Re-Entry Working Team to coordinate all agencies involved with identifying and releasing inmates with modifiable sentences
- Implemented methods to track new booking fee regulations as required by new state legislation
- Implemented a new Jail Population Analysis System that has improved data collection and analysis for both internal and external customers
- In response to overcrowding, successfully maintained a modified medical housing pod to house up to 30 overflow inmates (male or female, as crowding demanded)
- Collaborated with Sheriff's Custody Division and County Manager's Office on a needs assessment study for male inmates
- Began planning a large scale statistical study to evaluate effectiveness of the Choices program including the impact of the 2007 expansion of Choices to an additional pod
- Created and filled a new Legal Office Services Supervisor position to better manage the workload of the Court Desk and Release on Own Recognizance Program
- Partnered with County Correctional Food Services to consolidate kitchen services at Maguire, allowing the closure of the Maple Street Facilities' kitchen
- Continued working with the County Information Services Department and County criminal justice agencies on the multi-



year project to migrate the Criminal Justice Information System (CJIS) operating system; began start up phase of planning and acquiring a Jail Management System

- Implemented a new Quarter Master operation for better security and control of MCF keys and equipment
- Installed new signage throughout the interior and exterior of the facility
- Constructed a staffing and project board to better track and complete important projects and monitor staff changes
- Assisted the Jail Planning Unit in their efforts to plan and construct a new correctional facility
- Completed Prop 69 (DNA collection) mandates and began employee training
- Emphasized the Critical Incident Training module, with 66 key staff members completing this course
- Staffed a new front lobby information desk with Service League personnel to assist jail visitors with information about the jail and inmates
- Implemented a monthly facility inspection program to review maintenance, security, and administrative procedures
- Reassigned one Correctional Officer to work with the inmate-designated Probation Officer in Maguire on the expanded Re-entry Program that identifies and assists modifiable inmates into community rehabilitation programs

### Story Behind Performance

The average daily population at Maguire continues to experience a pronounced and sustained increase, reaching 1,012 inmates in a facility rated by the California State Corrections Standards Authority for 688. Two measures of challenges to inmate management include percent of inmates classified as "at risk" – which impact where and how inmates are housed within the existing, limited number of beds; and number of assaults on staff and other inmates.

The cause for the increase in the current average daily population is varied and includes increased gang enforcement and increased average length of stays for inmates. The closure of alternative low-risk-inmate custodial facilities including the Men's and Women's Honor Camps has exacerbated the overcrowding. The Minimum Security Transitional Facility (MSTF) has been at near capacity (46 inmates) since opening. 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. 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. Trends reveal increasingly more sentenced inmates are not eligible for alternative custody programs due to the severity of their crimes.

In May 2007, the male inmate population surpassed Maguire's maximum bed capacity, requiring the Maguire staff to house overflow men in a converted psychiatric ward/medical unit that had been

housing overflow women since 2006. This overflow housing unit has housed up to 30 inmates on any given day.

To address jail overcrowding and potential state legislation that may increase County jail populations and the need to upgrade current county custody facilities and program services, the Sheriff's Office is participating in three, critical jail planning entities. The Jail Overcrowding Task Force, which includes the Courts and County Criminal Justice agencies, is planning a multi-targeted approach to managing jail population. The Inmate Re-Entry Working Team, which oversees a collaborative approach with Correctional Health Services, the Probation Department, and community treatment programs to reduce recidivism among mentally ill and drug dependant offenders through in-custody to post-custody targeted services. The results have been improved communication, increased knowledge of out of custody alternatives and a small reduction in average daily population. And the County's Jail Planning Unit which is working toward replacing the Women's Correctional Center (WCC) and MSTF with a new correctional facility for women and lower risk men inmates as well alternative custody program.

The Release on Own Recognizance Program continues to operate effectively despite the heavy volume of bookings. It arranges for the quick release of misdemeanor arrestees and in other cases collects information for Probation Pretrial to ensure accurate and timely pretrial reports to the Court. Additionally, the Victim Notification Program promptly informs victims of an inmates' pending release when such a notification has been requested. Statistical reporting continues to improve. The addition of the Jail Population Analysis System (JPAS) has improved the ability of MCF staff to gather and compile reports that more clearly articulates the large amount of data that resides within CJIS. This data is critical amidst the challenges of effectively managing an ever more demanding inmate population.

Maguire staff continues to provide quality program services in partnership with County agencies and community based programs, including the Choices Program for chemically dependent inmates; targeted mental health services for those diagnosed with severe mental health issues; and family services. San Mateo County's multi-disciplinary in-custody team approach for inmate care and services has been recognized by the Corrections Standards Authority as a model inmate management approach.

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

- To continue to manage an increasing overcrowded population
- To reduce assaults on inmates and staff
- To reduce the number of rule violations by inmates
- To find more alternative placements for inmates with modifiable sentences
- To continue planning for a Jail Management System and assist with the CJIS migration
- To continue improving statistical collection and reporting
- To keep jail staff trained to manage the challenge of gang members in custody, as inmate gang membership grows

- To complete a thorough review of the expanded Choices Program to measure its effectiveness as both an inmate management tool and its impact on recidivism
- To support the jail planning unit and other committees and task forces working toward addressing the County's critical inmate population challenges
- To continue to evolve and review inmate services and programs to best meet the needs of inmates and their families
- Re-establish a Maguire Correctional Facility Search Team in an effort to locate and interdict contraband potentially introduced into the facility by weekenders and self surrenders
- Complete the Crisis Intervention Training (CIT) for all correctional staff with inmate contact
- Continue to assign a full time Deputy Sheriff as security in front public lobby and visitor areas
- Continue suicide prevention training for staff and inmates
- Utilize the Relief Staffing Unit to backfill temporarily vacant staff positions and reduce reliance on overtime
- Continue and evaluate the effects of the Customer Service Training Program for front public lobby staff

## Program Objectives

The Maguire Correctional Facility will meet performance targets by doing the following:

### Reduce Inmate Assaults by 10% and Staff Injuries by 5%

- Increase training for line staff to avoid one on one staff to inmate physical interventions
- Enforce and re-emphasize direct supervision principles and strategies as they relate to inmate daily pod activities
- 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 and staff
- Update and increase ongoing training of defensive tactics and arrest and control techniques
- Provide drug awareness education to insure staff readily recognizes those under the influence in order to prevent suicide attempts, assaults, and potential life threatening seizures or other reactions
- Increase the use of the Emergency Response Team (ERT) deployment in movement of potentially assaultive inmates

### Decrease the Number of Documented Major Rule Violations

#### Committed by Inmates by 5%

- Create incentives for inmates who display good conduct in general population pods to help modify disruptive conduct
- Implement a more effective application of inmate disciplinary measures
- Develop and foster anti gang dialogues and programs for inmates in the Administrative Segregation Pod
- Create staffing management plans and enhance jail statistics to better identify behavior trends that lead to violence and gang related incidences in custody
- Formulate inmate information programs, revise the inmate information booklet and complete the bilingual MCF jail orientation video to be viewed by new inmates during their orientation to the intake pod

### Increase Overall Security and Functionality of the Facility

- Continue to support the County's CJIS Migration plans and identify the steps necessary to secure a new Jail Management System
- Refine and further implement the Re-Entry Services Program to help reduce recidivism

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of persons booked into custody <sup>(1)</sup>	18,574	19,278	18,894	19,200	19,200
Number of releases <sup>(1)</sup>	15,833	15,920	16,770	18,100	18,100
Number of inmates bailed from custody <sup>(1)</sup>	2,999	3,189	3,125	3,200	3,200
Number of inmates cited out of custody <sup>(1)</sup>	2,984	3,081	2,854	3,100	3,100
Average daily population managed at the Maguire Correctional Facility:					
- Pre-sentence inmates	512	545	584	673	673
- Sentenced inmates	404	436	395	317	317
- Total inmates	916	982	979	990	990
<b>How Well We Do It (Quality/Efficiency)</b>					
Percent of average daily population classified as:					
- Gang affiliation	17%	16.7%	16.3%	16%	16%
- Assaultive	28%	24.7%	29%	25%	25%
- Suicidal	19%	20.6%	19.4%	19%	19%
- Requiring psychological monitoring	3%	4.4%	2.2%	4%	4%
- Requiring protective custody	9%	9.1%	12%	9%	9%
- An escape risk	0.46%	0.65%	0.36%	1%	1%
Number of documented major rule violations committed by inmates	435	684	457	480	480
<b>Is Anyone Better Off? (Outcome/Effect)</b>					
Number of assaults: inmate vs. inmate / inmate vs. staff	109 / 17	98 / 23	80 / 20	90 / 25	90 / 25
Number of escapes / attempts / release in error	0 / 5 / 3	0 / 0 / 3	0 / 0 / 0	0 / 0 / 0	0 / 0 / 0
Number of reported staff injuries	59	57	25	40	40

<sup>(1)</sup> The number of inmates cited out of custody reflects the potential impact of SB 1102 (elimination of state reimbursement to cities for jail booking fee), which took effect July 1, 2005. The long-term impact of SB 1102 on First Chance revenues and admissions is an unknown factor.

## Maguire Correctional Facility (3101P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	226.0	226.0	226.0	226.0		226.0
Funded FTE	227.0	225.6	225.6	225.6	(0.0)	225.6
 Total Requirements	45,109,848	46,481,820	45,553,524	47,726,595	2,173,071	48,868,403
Total Sources	14,606,236	13,996,277	14,161,689	14,535,591	373,902	15,299,466
Net County Cost	30,503,613	32,485,543	31,391,835	33,191,004	1,799,169	33,568,937
 NCC Breakdown						
State Grants Match			530,000	379,340	(150,660)	379,340
Local Grants Match			243,821	243,821		243,821
Proposition 172 MOE			9,027,185	9,027,185		9,027,185
Mandated Services			21,590,829	23,540,658	1,949,829	23,918,591

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$33,191,004 or 69%, of which 100% is mandated.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs; adjustments in contract services; and deletion of one-time purchases and capital projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
373,902	2,173,071	0	0	1,799,169	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and adjustments in revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
763,875	1,141,808	0	0	377,933	0

## Custody Programs (3150P)

### Program Locator

#### County

#### Criminal Justice

#### Sheriff's Office

Administration and Support Services

Professional Standards Bureau

Forensic Laboratory

Patrol Bureau

Investigations Bureau

Office of Emergency Services

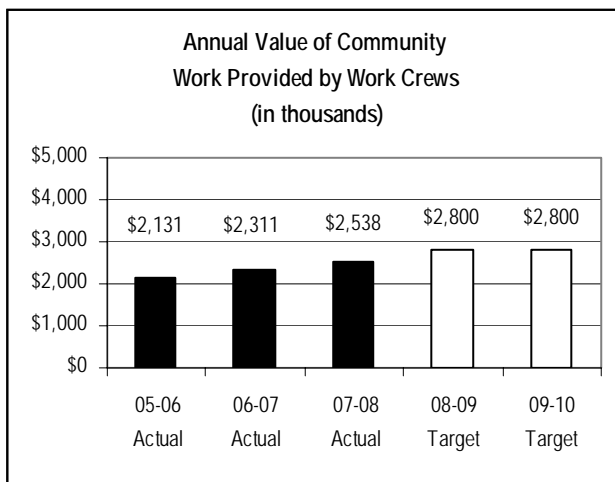
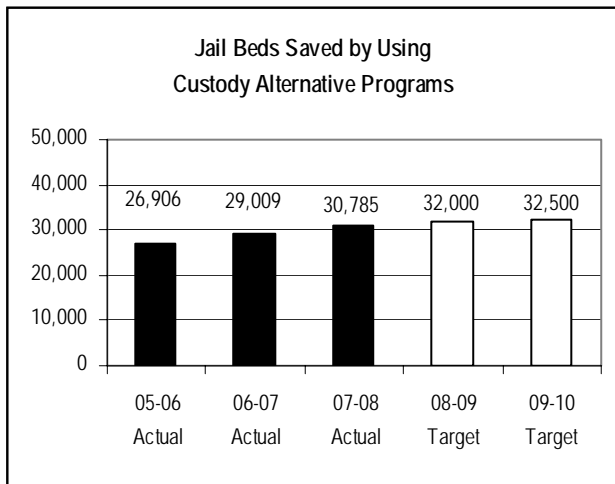
Maguire Correctional Facility



#### Custody Programs

Court and Security Services

### Headline Measures



### Program Outcome Statement

Custody Programs house 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; support 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 non profit agencies.

### Services and Accomplishments

Custody Programs contribute 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 are major accomplishments in the current year:

- Managed the Women's Correctional Center at an average of 172% of rated capacity without an escape, suicide or serious injury
- Saved approximately 32,000 jail beds at a value of \$3,520,000 through alternatives-to-incarceration programs
- Performed 351,248 hours of work in the community valued at \$2,809,984, through the Sheriff's Work Program
- Increased the number of municipal and non-profit Sheriff's Work Program work sites
- Implemented a grant from the Board of Correction's Mentally Ill Offender Crime Reduction Program to work with the County's Probation Department, Correctional Health Services and community based organizations to develop services to lower female recidivism
- Coordinated efforts with the Probation Department, Mental Health and community service providers, through a working re-entry group to provide inmates with a continuum of care while in custody and when released under probationary supervision
- Increased the number of inmates participating in the Work Furlough Program to an average of over 25

### Story Behind Performance

The Women's Correctional Center (WCC) has a Board of Corrections capacity rating of 84 inmates. During 2007, the facility provided security, care and custody for a population that ranged from 120 to 176 inmates with an average daily population of 147, (142% to 210% of Corrections Standards Authority rated capacity, or an average of 172% of capacity). The women's jail population exceeded the WCC maximum bed capacity in October 2007. This required the men's Maguire Correctional Facility staff to convert a medical pod to house the excess female inmates. This pod housed between 14 and 34 overflow female inmates for six months, until men's overcrowding required the space be converted to male overflow housing.

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."

A Jail Planning Committee has been established to plan for the eventual replacement of the facility. The preliminary step for this planning effort, a Needs Assessment and Preliminary Program Plan, has been submitted to the Jail Planning Committee. In 2007, a Jail Planning Unit was established in the Sheriff's Office, with additional resources in Department of Public Works (a designated project manager) to further the planning and implementation to replace the Maple Street Correctional Facilities.

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 24 participants (92% 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 2003-04 by County Mental Health Services.

The Men's Minimum Security Transitional Facility (MSTF) houses 46 minimum security inmates. Currently 25 beds are designated for Work Furlough participants and the remaining 21 are assigned to laundry and facility work crews that provide laundry and ground maintenance services to MSTF/WCC and the Maple Street Homeless Shelter.

The Sheriff's Work Program (SWP) is a custody alternative work program that has an ongoing population of approximately 450-550 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 30,000 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 over \$2,800,000.

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. Historically, the Courts have been more inclined to approve EMP for minors, than for adult offenders.

Work Furlough is a Custody Program that 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 an average population of over 20 participants. Plans are in place to expand this program to 34 participants.

#### 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 support the County's jail planning for the Maple Street Correctional Facilities replacement project
- To support County partners in developing and enhancing gender responsive programming for female inmates
- To assist the department in jail overcrowding mitigation efforts
- To support development of a Jail Management System which will replace the outdated CJIS system

#### Program Objectives

Custody Programs will meet performance targets by doing the following:

##### Replace the Maple Street Correctional Facilities

- 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 Work Furlough Program/housing for female and male participants
- Provide staff support with statistics, programmatic information, and other support as required
- Assist the County in moving forward with the next steps of the process, including architectural and detailed program design

##### Increase and Enhance Re-entry Program Opportunities for Female Inmates

- Expand the Choices Program from 26 beds to 34 beds at the Women's Correctional Center
- Establish a pilot, gender responsive program for up to 40 female inmates at North County Correctional Facility, which will also mitigate overcrowding at WCC

##### Increase the Number of Maguire Jail Bed Days Saved Using Custody Alternative 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 34 inmates through incorporation of GPS electronic monitoring into the traditional work furlough model
- Help prepare the existing inmate population for re-entry into the community by planning with the Service League, Mental Health Services, and other community-based agencies, to determine the components of a successful re-entry program

##### Increase the Number of Sheriff's Work Program (SWP) Community Service Hours Provided

- Continue to 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

Continue to Coordinate and Implement the Mentally Ill Offender  
Crime Reduction Program Grant Funded Project

- Work with the Probation Department, Correctional Health Services and San Mateo County community-based organizations to implement a study developing a program targeting post-custody female offenders to reduce recidivism
- Provide data and support to project managers

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Average daily population (ADP):					
- Women's Correctional Center (WCC)	131	153	140	150	150
- Minimum Security Transitional Facility	43	42	42	44	44
Average daily number of Sheriff's Work Program (SWP) and Electronic Monitoring Program (EMP) Participants	452	481	480	500	500
Average daily number of inmates participating in Choices at WCC	21	23	23	30	30
Average daily number of participants in the Work Furlough Program	--	14	22	34	34
Average number of inmates participating in SWP community work crews per day	108	113	116	115	115
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of WCC inmates participating in Choices program based on program capacity of 26	77%	88%	89%	88%	88%
Percent of total inmate population participating in custody alternative programs	29%	32%	33%	30%	30%
Number of assaults at Women's Correctional Center	12	7	4	6	6
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Total jail beds saved by using custody alternatives programs (SWP, EMP)	26,906	29,009	30,785	32,000	32,500
Number of community service hours and value of work performed by work crews:					
- Total SWP hours	304,408	330,120	338,496	350,000	350,000
- Total value	\$2,179,856	\$2,310,840	\$2,538,720	\$2,800,000	\$2,800,000



## Custody Programs (3150P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	37.0	37.0	37.0	37.0		37.0
Funded FTE	37.0	37.0	37.0	37.0		37.0
 Total Requirements	8,657,308	9,168,282	9,292,480	9,670,798	378,318	8,968,243
Total Sources	3,254,959	3,388,698	3,952,488	4,179,874	227,386	3,267,956
Net County Cost	5,402,349	5,779,584	5,339,992	5,490,924	150,932	5,700,287
 NCC Breakdown						
State Grants Match			21,500		(21,500)	
Proposition 172 MOE			1,939,090	1,939,090		1,939,090
Mandated Services			2,595,167	2,755,638	160,471	2,915,518
Non-Mandated Services			784,235	796,196	11,961	845,679

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,490,924 or 56%, of which \$796,196 is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements, and discretionary services that include the Sheriff's Work Program and the Electronic Monitoring Program.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs, contract services, grant revenues and expenses; and deletion of one-time purchases and capital projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(684,532)	(743,180)	209,580	0	150,932	0

#### 2. Federal Appropriation for a Jail Management System

In June 2008, the County of San Mateo and Sheriff's Office received a congressional appropriation towards the acquisition and implementation of a new Jail Management System (JMS). In Phase I of the project, a consultant was hired to develop a needs assessment, create a Request for Proposal (RFP), and assist in the selection of, and negotiation with, the selected vendor. The RFP is scheduled to be issued in October. Once the vendor is selected, Phase II of the project, acquisition and implementation, is expected to take 12 to 18 months to complete. A new JMS will greatly enhance the criminal justice system's ability to track and evaluate inmate data and expand analysis capabilities. This appropriation meets almost half of the project total with a County match budgeted in Non-Departmental Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
911,918	1,406,918	(495,000)	0	0	0

**3. Security of Medium Security Facility in La Honda**

Due to budget constraints, the men's Medium Security Facility (MSF) in La Honda was closed in December 1999. During its closure, the facility was vandalized and burglarized, resulting in damages of approximately \$230,000. In February 2008, the re-opening of MSF was proposed to the Board as a temporary solution to housing male inmates displaced during the construction of the new correctional facility as well as a facility to house overflow inmates from the Maguire Correctional Facility (MCF). In order to prevent future theft and vandalism, contract security services will be utilized for the first six months of FY 2008-09. When the facility is occupied, this appropriation will be redirected to the operating budget. General Fund Reserves will be used to fund this one-time expense.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	145,160	(145,160)	0	0	0

**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
277,386	808,898	(430,580)	0	150,932	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and annualization of mid-year position changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	209,363	0	0	209,363	0

**5. Federal Funding for a Jail Management System**

One-time federal funding for a new Jail Management System has been removed.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(911,918)	(911,918)	0	0	0	0

**6. Removal of One-Time Funding for Security Services for the Medium Security Facility in La Honda**

Appropriations for six months of security services for the rehabilitated Medium Security Facility (MSF) in La Honda have been removed and will be redirected to the operating budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(145,160)	145,160	0	0	0

**TOTAL FY 2008-10 FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(911,918)	(1,342,715)	145,160	0	(285,637)	0

## Court and Security Services (3158P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Forensic Laboratory

Patrol Bureau

Investigations Bureau

Office of Emergency Services

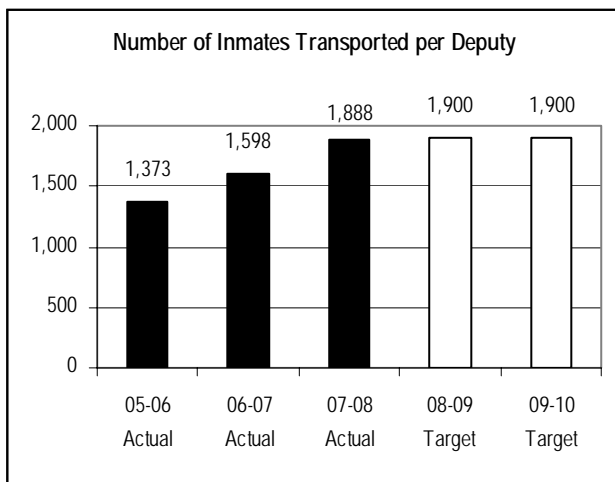
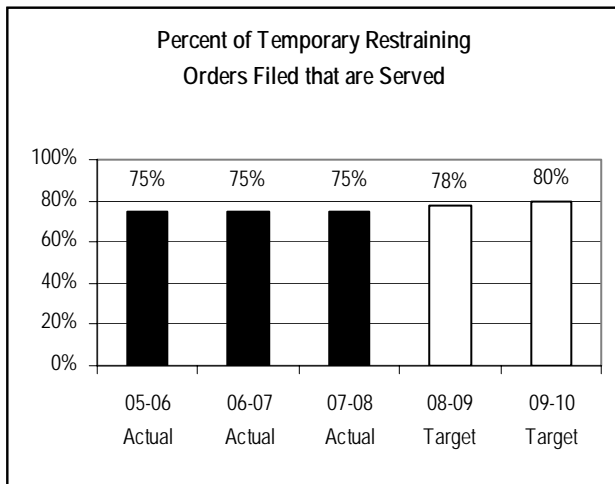
Maguire Correctional Facility

Custody Programs



**Court and Security Services**

### Headline Measures



### Program Outcome Statement

The 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 five courthouses throughout the county. The Transportation Unit transports inmates in a safe, secure and efficient manner to the Courts and other facilities ensuring escapes and threats to the public safety are avoided. The Civil Enforcement Unit provides service and enforcement of warrants and civil processes. The Countywide/Hospital 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 are major accomplishments in the current year:

- Transported over 33,000 inmates with no escapes
- Assisted in a security assessment at Health Department's new Alameda Campus in San Mateo
- Through support of the Civil Service Unit, enhanced efforts by the Domestic Violence Unit in the confiscation of firearms when restraining orders are served
- Continued to work with the Courts to provide Court Security services within the budget provided by the State Administrative Office of the Courts

### Story Behind Performance

During the past year, over 33,000 inmates were transported with no escapes. That equates to 1,952 inmates transported per Deputy assigned to the Transportation Unit. While this Unit faces scheduling challenges, 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.

The Court Security Services provides Court Security and Checkpoint Security for judicial officers in the County's five courthouses: Hall of Justice, Traffic Annex, Central Court, North County Court and the new Youth Services Center.

The 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 2007-08, the Sheriff's Office was able to serve 75% 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. During this past year, departmental reorganization allowed the Sheriff to add an additional deputy to the unit to attempt to increase the number of TRO's that are served.

The Countywide Security Unit maintains 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. In addition, the Unit provides site security surveys and assessments and manages the County security contract that provides security to a variety of County buildings and airports.

The Sheriff's Office has a Lieutenant on site at the San Mateo Medical Center (SMMC) and Health Department to coordinate security issues for the Center and the nine Health Department Clinics throughout the County. This position, the SMMC and Health Department Security Director, is responsible for coordination of the contracted security officers on site at the SMMC, Long Term Care Facility in Burlingame and various clinics; for engaging in security risk assessments, analysis and recommendation; and for coordinating law enforcement efforts in those jurisdictions responding to SMMC and Health Department facilities. The security director also participates in various SMMC and Health Department internal safety and security committees and trains medical management personnel in the concepts of the incident command system.

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

- Successful use of Relief Staffing Unit for relief staffing needs in Transportation
- 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 Temporary Restraining Orders (TRO's)
- Maintain current level of service with the Courts with the projected 10% reduction in State funding
- Meet the requirements of maintaining adequate customer service for the Countywide Security Unit while providing assistance to local and federal agencies during national elections
- Meet the increased need to transport female inmates to the North County gender specific program facility

## Program Objectives

The Court and Security Services Program will meet performance targets by doing the following:

### Prevent Escapes and Injuries Occurring during Inmate Transportation or in the Courtroom

- Provide training to deputy sheriffs 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, weapons of mass destruction (WMD) masks and suits
- Provide operational training including active-shooter and hostage situations in a Court facility

### Reduce Court Security Operating Costs

- Work with the Court's Administration to regularly review the Court Security Checkpoint Plan for all Court facilities, including identification of staffing efficiencies which can be implemented without compromising security
- Meet regularly with the Court Administrator and his staff to maintain open lines of communication
- Develop cost saving strategies when providing bailiff services for pro-tem judges
- Maintain the available pool of extra-help retired deputy sheriffs

### Increase the Percent of Temporary Restraining Orders Served to 80%

- Provide targeted training and continuing education for new Civil Enforcement deputies
- Train additional deputies in Civil Enforcement to ensure a seamless transition when existing staff retire
- Ensure safety of deputies in volatile domestic situations through training and close supervision

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of inmates transported	31,642	35,764	32,075	32,300	32,300
Number of courtroom incidents requiring legal action by a Deputy	7	0	1	0	0
Number of temporary restraining orders filed	867	843	840	825	825
Number of security calls for service	17,900	18,881	22,340	22,800	22,800
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of inmates transported annually per Transportation Unit Deputy	1,373	1,598	1,888	1,900	1,900
Cost per inmate transported	\$117	\$138	\$141	\$135	\$135
Number of Civil Court actions processed per Civil Deputy (warrants, evictions, TRO's, business actions) <sup>(1)</sup>	461	629	579	500	500
Percent of temporary restraining orders filed that are served	75%	75%	75%	78%	80%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of staff/public injuries during transportation details	0	0	0	0	0
Number of staff/public injuries in courtrooms	0	0	1	0	0

<sup>(1)</sup> The Civil Enforcement Unit added a fifth deputy in FY 2007-08 in response to the rise in civil court actions that needed to be processed.

## Court and Security Services (3158P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	75.0	77.0	77.0	77.0		77.0
Funded FTE	74.8	76.5	76.5	77.0	0.5	77.0
 Total Requirements	15,895,391	16,658,093	17,804,862	18,087,486	282,624	18,543,000
Total Sources	11,137,570	11,546,960	12,766,771	12,559,170	(207,601)	12,810,888
Net County Cost	4,757,821	5,111,133	5,038,091	5,528,316	490,225	5,732,112
 NCC Breakdown						
Trial Court Funding MOE			105,000	123,427	18,427	123,427
Proposition 172 MOE			858,096	858,096		858,096
Mandated Services			2,939,597	3,342,748	403,151	3,497,659
Non-Mandated Services			141,898	142,111	213	163,727
Unfunded Mandate			993,500	1,061,934	68,434	1,089,203

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,528,316 or 30%, of which \$1,204,045 is discretionary. This discretionary amount includes mandated services currently provided with no maintenance-of-effort or local match requirements, and discretionary services that include the Countywide Security Program.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to benefits costs; adjustments in contract services; and deletion of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(212,373)	277,852	0	0	490,225	0

#### 2. Court Security Radio Surcharge

A radio surcharge is appropriated in order to provide 25% County matching funds for a pending grant for the Regional Radio Interoperability Project. The radio surcharge will be in place for three years.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,772	4,772	0	0	0	0

## TOTAL FY 2008-09 FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(207,601)	282,624	0	0	490,225	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and adjustments in contract service revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
251,718	455,514	0	0	203,796	0

## Message Switch (1940B)

### Budget Unit Locator

#### County

##### Criminal Justice

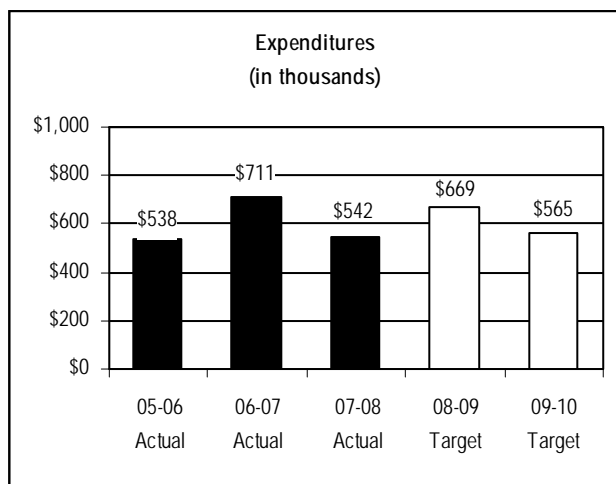
District Attorney's Office  
County Support of the Courts  
Private Defender Program  
Sheriff's Office

#### ► 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.



### Discretionary Net County Cost

There is no General Fund contribution to this program and therefore has no Net County Cost. The program is fully funded by user fees.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made as follows: elimination of one-time expenses related to the Message Switch upgrade project, minor decreases to Message Switch operating expenses; and an increase in contributions to Departmental Reserves to fund a Message Switch replacement. These costs are fully offset by reimbursements from participating agencies. Additional year-end Fund Balance will be appropriated for software enhancements and various Message Switch user group projects.

Revenue/Sources	34,335
Appropriations	12,376
Intrafund Transfers	(15,541)
Reserves	37,500
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: miscellaneous charges have increased slightly and Reserves have increased to reflect contributions to Message Switch Reserves. These costs are fully offset by reimbursements from participating agencies.

Revenue/Sources	(66,711)
Appropriations	(98,904)
Intrafund Transfers	(5,307)
Reserves	37,500
Net County Cost	0
Positions	0



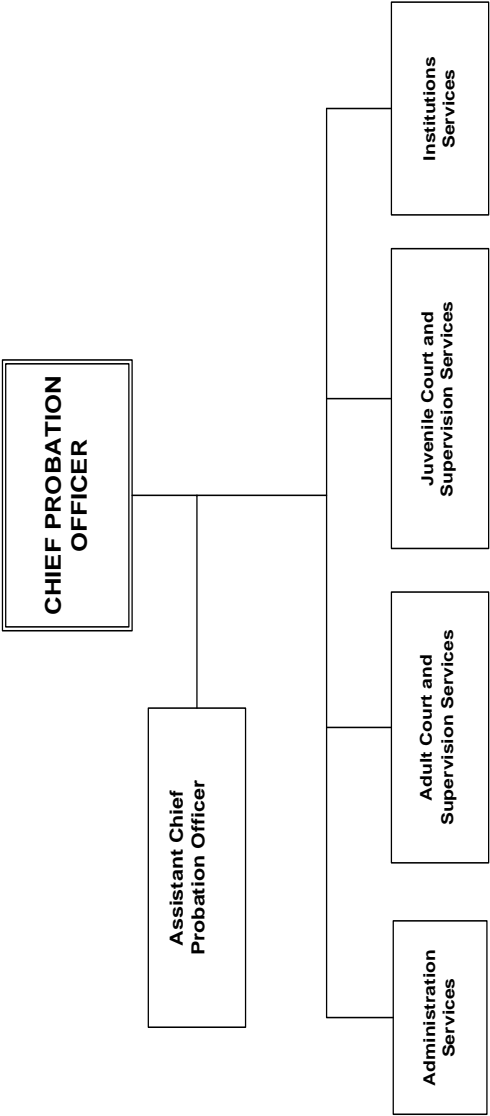
Message Switch (1940B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	585,802	585,762	592,219	577,588	(14,631)	600,691
Interfund Revenue	1,394	2,355	2,355	1,713	(642)	1,782
Miscellaneous Revenue	3,997					
<b>Total Revenue</b>	<b>591,193</b>	<b>588,117</b>	<b>594,574</b>	<b>579,301</b>	<b>(15,273)</b>	<b>602,473</b>
Fund Balance	522,426	406,219	402,937	452,545	49,608	362,662
<b>TOTAL SOURCES</b>	<b>1,113,619</b>	<b>994,336</b>	<b>997,511</b>	<b>1,031,846</b>	<b>34,335</b>	<b>965,135</b>
<b>REQUIREMENTS</b>						
Services and Supplies	354,049	383,536	499,578	522,364	22,786	423,460
Other Charges	479,501	283,353	289,913	279,503	(10,410)	279,503
<b>Gross Appropriations</b>	<b>833,550</b>	<b>666,889</b>	<b>789,491</b>	<b>801,867</b>	<b>12,376</b>	<b>702,963</b>
Intrafund Transfers	(122,868)	(125,098)	(117,142)	(132,683)	(15,541)	(137,990)
<b>Net Appropriations</b>	<b>710,682</b>	<b>541,791</b>	<b>672,349</b>	<b>669,184</b>	<b>(3,165)</b>	<b>564,973</b>
Contingencies/Dept Reserves	402,937	452,545	325,162	362,662	37,500	400,162
<b>TOTAL REQUIREMENTS</b>	<b>1,113,619</b>	<b>994,336</b>	<b>997,511</b>	<b>1,031,846</b>	<b>34,335</b>	<b>965,135</b>

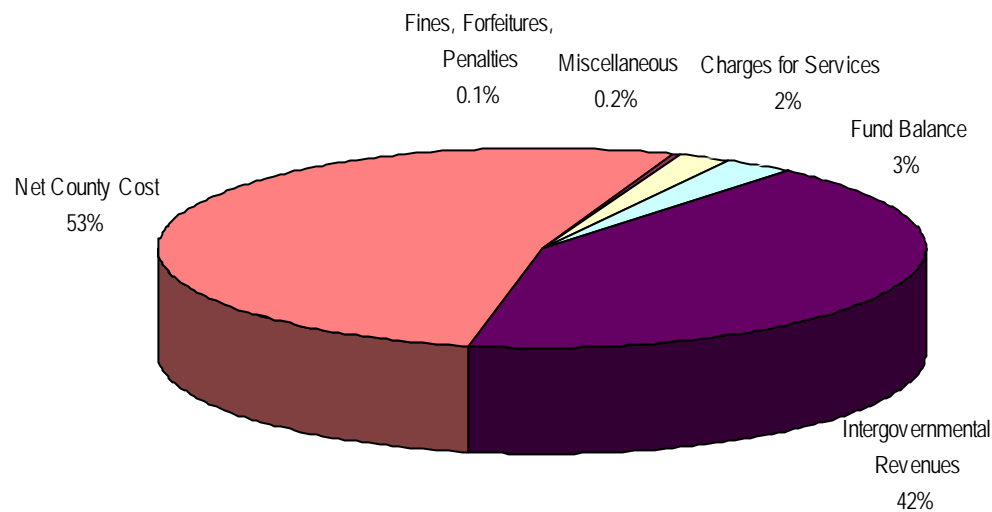
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**PROBATION DEPARTMENT**

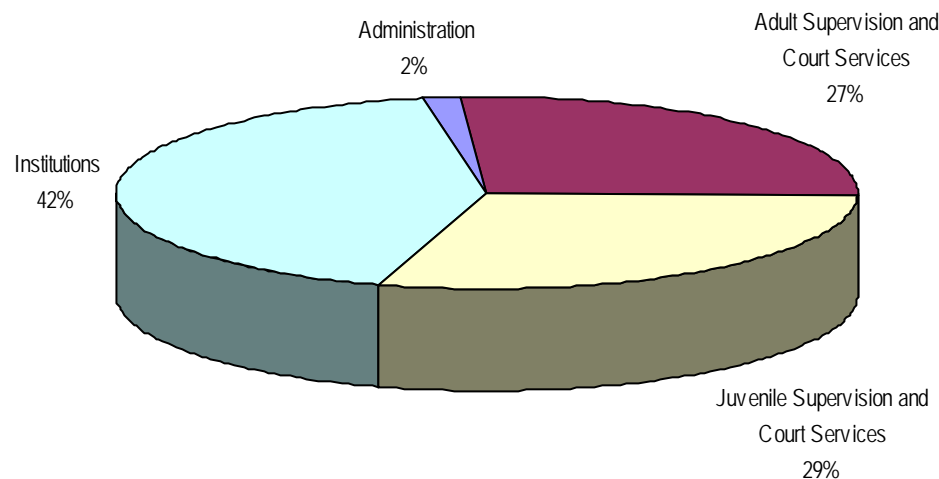


# Probation Department

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements



## Department Locator

### County

#### Criminal Justice

District Attorney's Office

County Support of the Courts

Private Defender Program

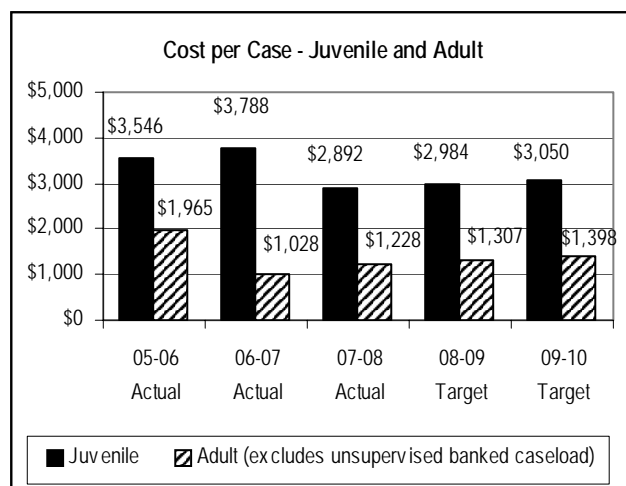
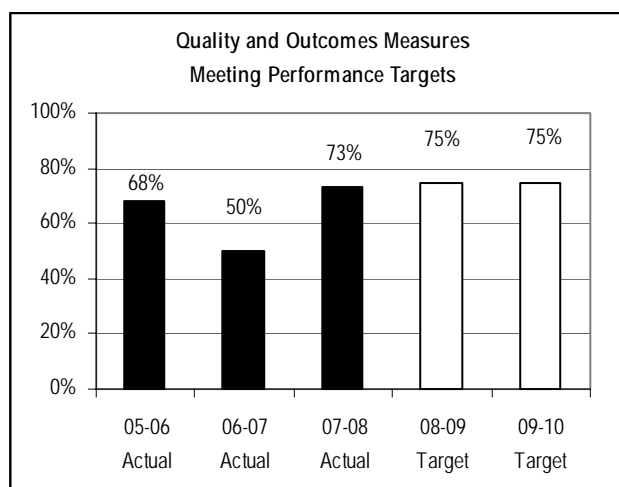
Sheriff's Office

Message Switch

### ► Probation Department

Coroner's Office

## Department Measures



## Department Mission Statement

The mission of the Probation Department is to protect the public by providing quality cost-effective services to reduce the incidence and impact of delinquency and crime, to assist in the re-socialization of the offender, and to provide assistance and support to our community.

## Contributions to Shared Vision 2010 Goals

(Fiscal Years 2000-2007)

### PEOPLE

#### Ensure Basic Health and Safety for All

##### • Youth Services Center

Reduced the population in the Youth Services Center (Juvenile Hall) by 6% by increasing capacity of two alternatives to traditional detention programs; Home Supervision/House Arrest and Electronic Monitoring. Research has shown that low-risk youth placed in appropriate community settings rather than in secure confinement have better outcomes and lower rates of recidivism. Probation continues to make refinements in data collection and analysis that will result in better decisions about the effective use of alternative to traditional detention programs.

##### • Margaret J. Kemp Camp

Worked collaboratively with other county agencies and community-based providers to offer gender-specific and evidence-based residential programming for girls. The Camp offers intensive mental health treatment and rehabilitative services for young women with extensive histories of substance abuse, mental health issues, trauma, criminal behavior, and gang membership. Over 100 girls have resided at Camp Kemp since it opened in 2006.

##### • 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 in the community. This program increases safety on campuses and diverts youth from the formal juvenile justice system. Effective with FY 2008-09 participating agencies will contract for services at agreed levels.

##### • Preventing Repeat Offender Program (PROP)

Implemented the Preventing Repeat Offender Program (PROP), an evidence-based program modeled at eight 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.

- **Juvenile Assessment and Referral Center Services**

Created a comprehensive Juvenile Assessment and Referral Center (J-ARC) designed to serve as the YSC entry point, and a central resource for all San Mateo County youth and families needing screening, assessment and referrals to treatment services. The first phase of the J-ARC, 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 Services, 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 families 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**

There is increasing demand for Probation gang suppression staff to design and lead gang education and community awareness presentations for administrators, teachers, parents, students, and other concerned members of the community. 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. Additionally Probation staff worked collaboratively with other members of the Sheriff's Gang Intelligence and Investigation Unit to conduct sweeps and collect and analyze information regarding gang members' activities. This information is shared with all levels of law enforcement to support gang abatement and public safety.

- **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.

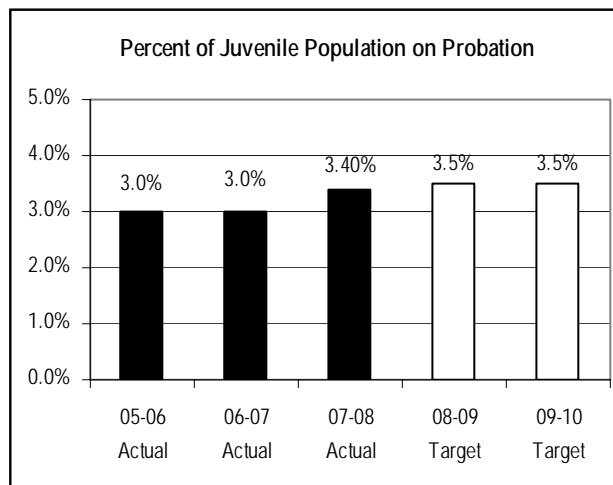
- **Developed Local Options for Out-of-Home Placements**

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 in the local area enabling them build better relationships with their families. The number of adolescent males referred to the Camp Glenwood has increased by 10% while the program was modified to accommodate more youth. Creating local

alternatives has limited the number of youth sent to the California Youth Authority.

- **Electronic Monitoring**

Implemented an Electronic Monitoring Program (EMP) 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. At any given time there are approximately 60-70 youth being monitored via the EMP program.



## Major Accomplishments in FY 2007-2008

### Maintain and Enhance the Public Safety of All Residents and Visitors

- Collaborated with the Courts, Private Defender, District Attorney, and other County agencies to develop plans for youth who are returning to San Mateo County from state custody and youth who violate the conditions of state-supervised parole in the community. Legislation passed in September 2007 transferred responsibility for youth with some serious offenses from the California Department of Juvenile Justice to the counties. These planning efforts are ongoing.
- Expanded the Electronic Monitoring Program (EMP) and community programming to provide alternatives to detention that keeps youth in their home environment. Having successfully implemented the use of electronic monitoring for juveniles the department is working to expand this as an option for adult probationers to help reduce jail overcrowding.
- 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 Task Force to be the liaison for Probation and to manage all gang suppression activities for the department.
- Collaborated with the Superior Court to accept a more accurate standard of urinalysis that detects lower levels of illegal drugs.

This new standard discourages false negative results, relapse, and many attempts at sample tampering.

**Every Segment of Our Diverse Population Experiences Good or Improving Outcomes in Health, Education, Criminal Justice and Economic Prosperity**

- Collaborated with the YMCA to create a pilot for Day, Evening and Weekend programs in the central region of the county that will be key to Probation's alternatives to traditional detention programming. These programs aim to provide additional opportunities for youth to acquire experience and competence in key areas, including academic support, vocational skills, life skills, mental health, health and wellness, and community service without the need for detention. Over time, it is expected that this type of programming will affect the Division's ability to create positive change for and reduce delinquency in the youth on probation.
- Upgraded the validated risk-needs assessment tool to automate link with case planning tool. These enhancements will allow for additional quality assurance of data integrity, increased tracking ability of progress towards case plan goals and toward overall reduction of criminogenic needs while on probation.
- Improved services for youth in Community Schools and reduced costs by developing and implementing Memoranda of Understanding with the San Mateo County Office of Education.
- Increased vocational and anger management training at the Youth Services Center.

**Major Issues to be Addressed**

- **Youth Returning from State-Supervised Care**—New legislation passes the responsibility for certain serious offenders from the state to the counties. San Mateo County is now responsible for supervising youth released from California Department of Juvenile Justice (DJJ) facilities, and for processing and housing youth who violate the conditions of state parole. Probation must develop management and treatment strategies for this new population with the limited funds provided by the state for their care. Further, since DJJ will no longer be accepting non 707(b) offenders into their institutions, the Probation Department will have to develop suitable local long term secure detention programming for youth who previously would have been committed to DJJ. This will have both a workload impact and an impact on juvenile hall population.
- **Disadvantaged Youth with Increasingly Challenging Behaviors**—Youth in the juvenile justice system typically have multiple layers of difficulties, including substance use, mental illness, truancy, violent behavior, lack of family stability, histories of abuse and neglect, and gang membership. The majority of court-involved youth come from communities marked by poverty and quality of life disparities. Youth trying to escape intergenerational cycles of trauma, violence, and criminal justice involvement need opportunities and resources, both of which are in limited supply in their communities.
- **Reduction in Utilization of Detention**—Research shows that detention is neither useful nor cost-effective as a consequence

for youth who commit minor offenses or technical violations. Probation will continue its collaborative planning and data development to maximize the use of alternatives to traditional detention programs.

- **Reduce Structural Budget Deficit**—Probation expenditures outpace offsetting revenues by a factor of 2 to 1 and a General Fund net county cost subsidy is required. This situation presents a key fiscal challenge specifically in reducing salaries and benefits, services and supplies and internal charges while maintaining present revenue streams.

**Key Department Initiatives**

**1. Treatment and Rehabilitation of Youth Formerly Placed Under State Supervision**

**Major Issues to be Addressed:**

- County agencies and service providers will need to collaborate and develop innovative strategies to house and rehabilitate youth with serious criminal histories and multiple needs.
- Probation must develop a multi-phase treatment and reentry strategy that will enable these youth to return to and remain in their communities.

**Alignment to Shared Vision:**

- Maintain and enhance the public safety of all residents and visitors
- Every segment of our diverse population experiences good or improving outcomes in health, education, criminal justice, and economic prosperity

**Goal:**

- To enable youth with serious criminal histories to obtain the mental health services, medical treatment, education, vocational training, and other opportunities they need to allow them to integrate back into their communities without falling back into patterns of crime and self-destructive behavior

**Objectives:**

- Develop a continuum of care for youth who face long stays in San Mateo's detention center or camps and long periods of supervision in the community
- Foster collaboration among County agencies, community-based providers, and the community to increase educational and rehabilitative opportunities for youth held in facilities and those released back into their neighborhoods
- Reduce the inappropriate detention of low-risk youth to accommodate higher numbers and longer stays of more serious offenders

**Major Milestones:**

- Complete plan for managing and funding long-term in-custody treatment and intensive community supervision
- Provide training on the complex rehabilitation issues and available resources for serious offenders

- Implement vocational training opportunities in detention and at the camps

**Partners:**

- County Office of Education
- Courts
- District Attorney's Office
- Health Department (Correctional Health and Mental Health Divisions)
- Human Services Agency
- Parents, guardians, relatives, community leaders, and mentors
- Private Defender
- Vocational training providers

**FY 2008-09 Budget Impact:**

Under AB 191 funding has been appropriated to counties on a per youth basis, for each returning youth to the originating county, and for youth who would have been sent to the former California Youth Authority. This allocation is intended to cover all costs associated with supervision and rehabilitation but it is unclear at this point if the funding will be adequate.

**2. Day, Evening, Weekend Programs (DEW)**

**Major Issue to be Addressed:**

- Since Day, Evening and Weekend Programs are a new and core component to providing alternatives to traditional detention options for Probation officers and their wards, the locations will need to expand to the Northern and Southern regions to allow all youth an opportunity to benefit from such programming.

**Alignment to Shared Vision:**

- Every segment of our diverse population experiences good or improving outcomes in health, education, criminal justice and economic prosperity

**Goal:**

- These programs aim to provide additional opportunities for youth to acquire experience and competence in key areas, including academic support, vocational skills, life skills, mental health, health and wellness, and community service without the need for detention

**Objectives:**

For youth participants, these include, but are not limited to:

- Increased school attendance
- Achievement of academic credits toward GED
- Reduced law violations, probation violations, and resulting incarceration
- Participation in community service activities

**Major Milestones:**

- Implementation of fully operational Day, Evening and Weekend Center at the YMCA in the central region
- Completion of the first group of youth in one of the programs

- Analysis of program data/results

**Partners:**

- Cities within San Mateo County
- Courts
- YMCA

**FY 2008-09 Budget Impact:**

The Day, Evening and Weekend Programs are fully funded by State Juvenile Justice Crime Prevention Act (JJCPA) funds. These funds may be reduced or eliminated as part of the State budget adoption process, which would adversely impact the sustainability of this, and other JJCPA funded programs. When the DEW programs are fully operational, it is anticipated that commitments to the juvenile hall would be reduced, and would therefore reduce county funded custody costs.

**3. Positive Change in Youth's Criminogenic Risk and Needs**

**Major Issues to be Addressed:**

- In addition to reducing recidivism among juvenile offenders, County agencies and service providers will need to collaborate to develop opportunities for youth to attain critical developmental assets that will help prevent them from engaging in delinquent behavior and will facilitate their ability to become pro-social, contributing members of their communities.
- As case managers supervising juvenile offenders, Probation officers will need to quantify and monitor positive change in the youth's risk and needs. Additionally, Probation will have to start evaluating programs based on their effectiveness in impacting probation youth's dynamic risks and needs.

**Alignment to Shared Vision:**

- Every segment of our diverse population experiences good or improving outcomes in health, education, criminal justice and economic prosperity

**Goal:**

- To enable youth with criminal histories to obtain the mental health services, behavioral, academic, life skills and vocational training, and other developmental assets they need to allow them to healthy, caring, and responsible adults

**Objectives:**

- Increase usage of the information obtained from the new assessment tool into new case planning tool
- Monitor and track reassessments at case transfer and 6 month intervals
- Enlist youth and family participation in plan development and goals
- Work with community agencies to develop programming to address youth needs, with a focus on effectiveness outcomes

**Major Milestones:**

- Implementation of upgraded, automated assessment/case planning tool



- Implementation of contracts/contract payments based on youth asset development/outcome reporting

**Partners:**

- Community-based treatment providers
- Courts

**FY 2008-09 Budget Impact:**

Implementing a comprehensive assessment system that will enable staff to target criminogenic needs to improve youth outcomes is expected to have neutral budget impact.

#### **4. Gang Intelligence and Investigations Unit (GIU)**

**Major Issues to be Addressed:**

- The GIU will need to respond to the increased use of violence and weapons among Bay Area gang members.
- The GIU will need to continue to focus on probation searches as the pattern of past searches reveal that gang members on probation have probation violations and new crimes that would have been undetected but for the efforts of the Gang Task Force.
- Continue to build actionable intelligence about gang members and gang activities.

**Alignment to Shared Vision:**

- Maintain and enhance the public safety of all residents and visitors
- Every segment of our diverse population experiences good or improving outcomes in health, education, criminal justice and economic prosperity

**Goals:**

- Identify gangs and gang members; generate gang-related intelligence to effectively respond to gang-related crime
- Promote education and prevention efforts for youth
- Act as a full partner with the County-wide Gang Task Force

**Objectives:**

- Increase task force presence in known gang locations
- Increase field contacts, interviews, and probation searches
- Develop outreach and intervention activities

**Major Milestones:**

- Hosted a Gang Intelligence conference in September 2008 with participants from throughout the United States
- Expand database to include photographs, dates of contact, and validation of information of known gangs
- Employ mapping techniques of gangs operating in the County and building visual depiction of gang operations and organizations

**Partners:**

- Community-based treatment providers
- Police Departments within San Mateo County
- Federal law enforcement agencies
- San Mateo County Sheriff's Office

**FY 2008-09 Budget Impact:**

The current budget does not reflect any additional County funding for Probation staff to support the Gang Task Force, however increase in gang activity may require additional staff support. A \$17,000 grant has been obtained to enhance anti-gang mentoring programs for students and their parents.

**Other Significant Objectives by Program:**

The Probation Department includes the following programs:

- Administrative Services
- Adult Supervision and Court Services
- Juvenile Supervision and Court Services
- Institutions Services

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

**Administrative Services**

- Maintain a stable ratio of 8.5% of the total departmental budget devoted to administrative support services
- Conduct timely background investigations to provide a sufficient candidate pool and ensure that sworn staff comply with mandated training requirements

**Adult Supervision and Court Services**

- Beta Test and Implement New Adult System Database in FY 2008-2009
- Complete Full Implementation of the Use of the Correctional Assessment and Intervention System (CAIS) by June 30, 2009

**Juvenile Supervision and Court Services**

- Expand the Electronic Monitoring Program as a primary tool for post-adjudicated youth in lieu of incarceration
- Continue gang suppression efforts with criminal justice agencies

**Institutions Services**

- Conduct comprehensive review of Youth Services Center security measures and make necessary improvements by January 1, 2009
- Implement security measures outlined in Countywide Security assessment of Camp Glenwood by May 1, 2009

Probation Department (3200B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	12,139	42,767	36,300	51,300	15,000	51,300
Intergovernmental Revenues	30,870,506	30,540,502	30,528,495	30,853,165	324,670	31,392,210
Charges for Services	1,351,451	1,753,803	1,324,200	1,745,600	421,400	1,745,600
Miscellaneous Revenue	186,239	67,506	148,700	91,500	(57,200)	91,500
Other Financing Sources	230,000					
<b>Total Revenue</b>	<b>32,650,336</b>	<b>32,404,578</b>	<b>32,037,695</b>	<b>32,741,565</b>	<b>703,870</b>	<b>33,280,610</b>
Fund Balance	3,202,982	2,717,501	2,717,501	2,289,169	(428,332)	2,289,169
<b>TOTAL SOURCES</b>	<b>35,853,318</b>	<b>35,122,079</b>	<b>34,755,196</b>	<b>35,030,734</b>	<b>275,538</b>	<b>35,569,779</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	50,020,250	51,925,112	51,914,372	53,946,451	2,032,079	55,432,121
Services and Supplies	13,164,155	11,700,584	12,321,904	23,610,350	11,288,446	23,396,350
Other Charges	8,236,190	13,390,727	13,300,484	16,267,376	2,966,892	16,187,272
Fixed Assets	39,790		55,000	45,000	(10,000)	45,000
<b>Gross Appropriations</b>	<b>71,460,386</b>	<b>77,016,422</b>	<b>77,591,760</b>	<b>93,869,177</b>	<b>16,277,417</b>	<b>95,060,743</b>
Intrafund Transfers	(7,397,690)	(8,405,106)	(8,858,573)	(19,910,727)	(11,052,154)	(19,636,727)
<b>Net Appropriations</b>	<b>64,062,696</b>	<b>68,611,317</b>	<b>68,733,187</b>	<b>73,958,450</b>	<b>5,225,263</b>	<b>75,424,016</b>
Contingencies/Dept Reserves	419,908	258,910	258,910		(258,910)	
<b>TOTAL REQUIREMENTS</b>	<b>64,482,604</b>	<b>68,870,227</b>	<b>68,992,097</b>	<b>73,958,450</b>	<b>4,966,353</b>	<b>75,424,016</b>
<b>NET COUNTY COST</b>	<b>28,629,286</b>	<b>33,748,148</b>	<b>34,236,901</b>	<b>38,927,716</b>	<b>4,690,815</b>	<b>39,854,237</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	465.0	466.0	466.0	463.0	(3.0)	456.0
Funded FTE	457.6	459.1	459.1	453.6	(5.5)	446.6

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$275,538 or 0.8% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is a net increase of \$15,000 in this funding source due to increased collections in Juvenile Traffic and Juvenile Court Fines, which offset decreases in Municipal Court fines.

#### Intergovernmental Revenues

There is a net increase of \$324,670 in this funding source due to increases from the County Office of Education of \$332,000; the Youthful Offender Block Grant of \$316,568; the Medi-Cal Administrative Activities (MAA) of \$90,000; claiming reimbursement for mandatory visits to youth in foster care placement of \$73,000; the Risk Prevention Program of \$47,000; Victim Impact Awareness (VIA) Grant \$41,000; State Mandated Cost Reimbursement (SB90) of \$30,000 and Crime and Delinquency Prevention funding (DNA) of \$22,500. These increases offset decreases in state funding for both Title IV-E (TANF) of \$320,118 and State Block Grant funding under the Juvenile Justice Crime Prevention Act (JJCPA) of \$231,223; decrease in school lunch program of \$75,000 as a result of reductions in the camp population and other miscellaneous decreases of \$1,057.

#### Charges for Services

There is a net increase of \$421,400 in this funding source due to increased collection of Supervision Fees of \$398,000; Restitution Fees of \$27,200; and Diversion Administration Fees of \$13,000 all due to the collection efforts of Revenue Services as well as slight increases in other fees of \$8,200. This is offset by decreases in Care and Maintenance Fees of \$25,000 due to the lag time of when the charges are incurred and when fees are collected.

#### Miscellaneous Revenue

There is a net decrease of \$57,200 in this funding source due to revenues for State Mandated Cost Reimbursement of \$45,000 budgeted under Intergovernmental Revenues and reduced Compensation Insurance refunds of \$30,500 partially offset set by an increase in State Disability Insurance refunds of \$18,300.

#### Fund Balance

There is a net decrease of \$428,332 in Fund Balance based on projected savings for FY 2007-08.

### TOTAL REQUIREMENTS

Total Requirements increased by \$4,966,353 or 7.2% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$2,032,079 in this expenditure category due to the inclusion of negotiated labor increases, merit increases, retiree health benefits, provision for extra-help and overtime for the 24/7 institutions, retirement contributions, health plan increases, a reduction of four Bus Driver positions and an addition of one Administrative Secretary II for Camp Kemp.

#### Services and Supplies

There is a net increase of \$11,288,446 in this expenditure category due to increases in In-House Administration and Accounting of \$11,425,581 based on a new methodology of cost applying administrative costs equally within each division. Costs associated with these administrative units (i.e., Administration, Fiscal Services, Information Technology, Payroll and Personnel, clerical and management) is apportioned to each budget unit based upon the number of staff in each division. Other increases include safety and security upgrades at the Youth Services Center \$274,000; Electronic Monitoring \$49,000; drug testing of \$48,200 and Client Needs of \$28,840. Offsetting the increase are reductions in contracts of \$107,208, photocopy machine leases of \$113,966; Interagency Agreements of \$64,445; reductions in revenue for Juvenile Justice Crime Prevention (JJCPA) and Juvenile Probation Camp Funding (JPCF) of \$56,592 and \$46,683 respectively due to a proposed 10% reduction in state funding; computer maintenance \$55,825; office equipment rental of \$38,156 and other miscellaneous reductions in operating costs of \$54,300.

#### Other Charges

There is a net increase of \$2,966,892 in this expenditure category mainly due to an increase in County facility rental and lease facility charges of \$3,144,680; Food Service Charges from Correctional Health of \$163,435; Revenue Collection Charges of \$75,555 due to increased collection efforts by Revenue Services; Motor Vehicle Replacement and Mileage Charges of \$51,809; IFAS shared user charges of \$43,497; contracts of \$30,452 and other miscellaneous increases of \$14,526. These were offset by decreases in ISD Service Charges of \$438,994 due to the transfer of Probation operating systems off the County's mainframe computer system; other Correctional Care expenses of \$36,000 due

to sending less youth to the Department of Juvenile Justice; General and Auto Liability Insurance of \$54,000; and reductions in radio charges of \$28,068.

#### Fixed Assets

There is a decrease of \$10,000 in this expenditure category due to the completed purchases of some servers to replace aging equipment.

#### Intrafund Transfers

There is a net increase of \$11,052,154 in this expenditure category due mainly to the In-House Administration and Accounting costs out of \$11,304,771 referenced to in the Services and Supplies section and an increase under the Mentally Ill Offender Crime Reduction Grant of \$15,750 as well as an increase for safety and security at the Youth Services Center for \$274,000 offset by decreases to the County Office of Education of \$276,676, which was formerly under an MOU and now under a contract; Proposition 36 funding of \$156,422 due to a reduced County allocation and Center for Substance Abuse Treatment (CSAT) GIRLS grant of \$109,269 due to the expiration of the grant in September 2008.

#### Contingencies/Departmental Reserves

There is a decrease of \$258,910 in this expenditure category due to a reduction in Departmental Reserves to meet the Net County Cost target. The Department has no Reserves appropriated for FY 2008-09 and is under the 2% Reserves policy by \$1,479,169.

### **NET COUNTY COST**

There is a net increase of \$4,690,815 or 13.7% in this Department's General Fund allocation mainly due to rent and facility costs of \$3,144,680; merit and negotiated labor increases totaling \$1,976,343; food service costs from Correctional Health of \$163,435; Revenue Services Collection Fees of \$75,555; motor vehicle replacement and mileage costs of \$40,126; electronic monitoring program costs \$49,000; drug test kits of \$48,200; cost of doing business increases (COBIs) of 3% to community based organizations as approved by the Board of Supervisors of \$27,318; increase in state revenues from the Youthful Offender Block Grant of \$352,263 and other miscellaneous increases of \$39,494. These increases are offset by the reduction in Reserves of \$258,910; other professional contracts of \$189,546; miscellaneous rents and leases for office equipment in the amount of \$113,966 and other Intrafund Transfers of \$663,177.

### **FY 2009-10 Budget Overview**

#### **TOTAL SOURCES**

Total Sources increased by \$539,045 or 1.5% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$539,045 in this funding source due to increases in Proposition 172 (Public Safety Sales Taxes) of \$398,097; Department of Juvenile Justice (DJJ) funds of \$100,000 to cover out of county placements; and Day, Evening and Weekend (DEW) grant revenues to cover the cost of staff of \$90,948. These increases are offset by a reduction in the Risk Prevention Program (RPP) revenues of \$50,000 based on projected collections.

#### **TOTAL REQUIREMENTS**

Total Requirements increased by \$1,465,566 or 2.0% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,485,670 in this expenditure category due to inclusion of negotiated labor increases; merit increases; retiree health benefits; provision for extra-help and overtime for the 24/7 institutions; retirement contributions and health plan increases of \$2,060,802 offset by the deletion of seven vacant positions to meet the Net County Cost target. The deleted positions include the following: Accountant I, Department Data Processing Specialist, Legal Word Processor, Legal Office Specialist, Linen and Housekeeping Services Supervisor, Deputy Probation Officer I and Deputy Probation Officer III.

#### Services and Supplies

There is a net decrease of \$214,000 in this expenditure category due to the elimination of one-time safety and security upgrades at the Youth Services Center.

#### Other Charges

There is a net decrease of \$80,104 in this expenditure category due to a reduction of \$143,609 in Information Services Department (ISD) charges primarily due to the transfer of Probation operating systems off the County's mainframe computer system. These costs are offset by a proposed 3% increase of \$63,505 in Correctional Health charges.

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Contingencies/Departmental Reserves

The Department has no Reserves appropriated for FY 2009-10 and is under the 2% Reserves policy by \$1,518,783.

**NET COUNTY COST**

There is a net increase of \$926,521 or 2.4% in this Department's General Fund allocation due to negotiated merit and labor increases of \$2,060,802; Correctional Health Food Service Costs of \$63,505; Ongoing annual training for Extra Help Group Supervisor staff at the Youth Services Center (YSC) for \$60,000 and Risk Prevention Program Revenues of \$50,000. These increases are offset by the deletion of seven vacant positions of \$575,132; increases in Proposition 172 (Public Safety Sales Taxes) of \$398,097; decrease in Automation Services charges of \$143,609; Department of Juvenile Justice (DJJ) Revenues of \$100,000 and Juvenile Justice Crime Prevention Act (JJCPA) funding of \$90,948.

## Administrative Services (3211P)

### Program Locator

#### County

Criminal Justice

Probation Department

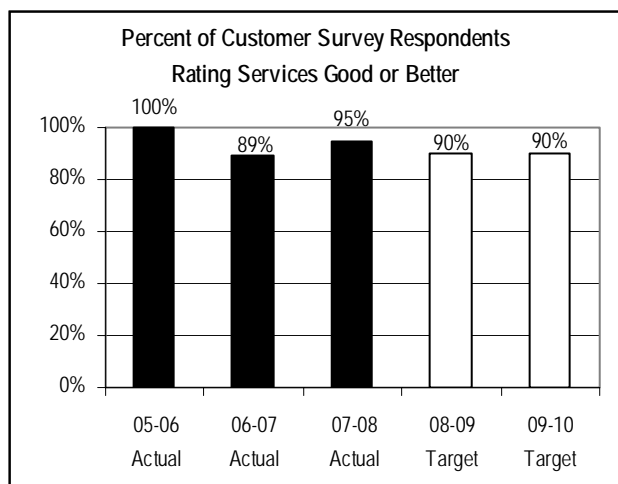
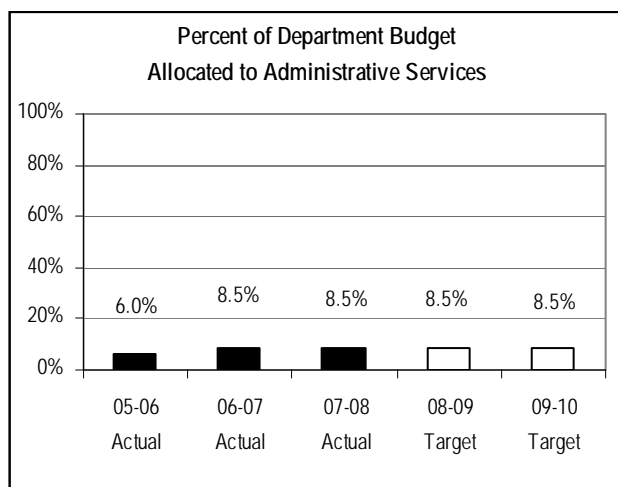
#### ► Administrative Services

Adult Supervision and Court Services

Juvenile Supervision and Court Services

Institutions Services

### Headline Measures



### Program Outcome Statement

Administrative Services provides direction and leadership, defines Probation Department priorities, assesses staff needs, provides training, personnel, automation services and develops, coordinates and monitors fiscal activities to support the department's vision and mission.

### Services and Accomplishments

Administrative Services primarily contributes to the goals of the Shared Vision 2025 commitment to be a Responsive, Effective and Collaborative Government by offering department wide direction and administrative support in the following areas: payroll-personnel, training, background investigations, fiscal services, automation, and program support. The primary functions of Administrative Services are to provide staff with the resources necessary to carry out the department's mission and ensure that department operations are both efficient and effective.

The following are major accomplishments in the current year:

- Successfully migrated all staff to ATKS Workbrain automated payroll system
- In collaboration with Revenue Services, successfully implemented the Columbia Ultimate Business System (CUBS) to increase the collection of victim restitution and Adult Supervision and Care and Maintenance fees
- Helped ensure a secure work place implemented background investigation process for non-sworn departmental employees
- Conducted the majority of state-mandated training for sworn staff at Youth Services Center training facilities substantially reducing off-site training facility costs
- Successfully migrated Adult Court Work Program from the County mainframe to a department Windows environment
- Implemented new adult database system and completed data conversion
- Implemented department-wide Pride Campaign presentations to reaffirm the vision, values, mission and direction of the department
- Submitted the Department of Juvenile Justice Youth Offender Block Grant (YOBG) Plan to the Corrections Standards Authority outlining the implementation of services for returnees from the former California Youth Authority and future serious offenders

### Story Behind Performance

In partnership with the Revenue Services Division of the Tax Collector-Treasurer, Probation Fiscal Services automated the collection of restitution, fines and fees through a successful migration of Probation accounts to the Columbia Ultimate Business System (CUBS). Because the Revenue Services collectors utilize a comprehensive and aggressive collection process, can offer payment plans, and allow payment by credit card, collections have increased significantly, as much as 30%, since the transfer to CUBS was completed.

The Information Technology (IT) Unit successfully migrated the Adult Court Work Program from the County mainframe to a Windows environment. In addition, the unit completed the requirements phases for a new Adult Case Management system (to replace the existing mainframe Probation Data System installed in the early 1980s) and for the new Juvenile Traffic Court system. The IT Unit

continues to work toward reducing costs and enhancing personnel efficiency by providing up-to-the-minute case information to officers in the field via use of hand-held and notebook computers with remote Internet access, reduction of County network traffic system enhancements, establishment of on-site staff, and youth computer training labs at the YSC campus.

The Training Unit conducted the majority of mandated staff training at the YSC facility thus reducing off-site facility costs to the department in addition to providing available training and meeting space to other County departments. The new site is hosting meeting space (after normal business hours) to the County-sponsored Masters in Public Administration Program from 2007 through 2010. The Training Unit focused on providing state and department mandated training courses designed to meet a multitude of Probation needs. Coursework included training in casework demographics, gang and drug awareness and treatment methods, family centered services, and assessment tool utilization. The unit assisted with coordination of management training on topics including labor relations, fiscal budgeting, and building collaborative teams. Probation remains committed to excellent training for a young management team as the issue of succession planning remains a priority. Implementation of a successful leadership development-mentoring program is a key focus for future training plans. Standards and Training for Corrections (STC) funding revenue to the department in excess of \$194,000 was received through the department's ongoing substantial compliance level to mandated training requirements by the Corrections Standards Authority (CSA).

The Training Unit also handled the screening, tracking and oversight of background investigations (BIs) for potential employees. The BI process has been expanded to include all non-sworn employees as they have access to Criminal Offender Record Information (CORI) during the normal course of their assigned duties, in addition to having some non-sworn staff working in the institutional settings. The expansion was implemented with no additional staffing or resource expenditures. Emphasis in the area of background investigations has been on maximizing processing time line efficiency to increase the qualified candidate pool and minimize position vacancy rates.

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

- Complete a comprehensive Strategic Plan for the department utilizing stakeholder input
- Build departmental reserves
- Meet various budget targets including position vacancy rate target
- Modify existing Juvenile data system to reduce the need for double entry of data and improve data collection capabilities
- Develop data collection process for tracking criminal offender demographic information
- Select an internal cohort to participate in the National Institute of Corrections "Management Development for the Future" (MDF) leadership training curriculum (12-14 months). MDF will be the key component of the department succession planning initiative

- Implement a contracts management database to ensure timely contract generation and monitoring

**Program Objectives**

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

**Achieve Administration Performance and Budget Targets**

- Maintain a stable ratio of 8.5% of the total departmental budget devoted to administrative support services
- Complete customization and implementation of the adult database system to include comprehensive case management and outcome-based management (OBM) reporting capability
- Continue to enhance Juvenile Case Management System (JCMS) report generation to provide easily accessible demographic and criminogenic data
- Conduct timely background investigations to provide a sufficient candidate pool and ensure that sworn staff comply with mandated training requirements
- The Training Unit will ensure a minimum of 70% of applicants in background investigation complete the process and are hire-eligible within 12 weeks of referral.
- The Training Unit will schedule courses to attain at least 99% compliance of California Standards Authority (CSA) training requirements for sworn staff.

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of background investigations:					
- Sworn staff	82	58	53	55	55
- Non-sworn staff	---	---	---	10	10
Number of accounts set up for fines, fees, and restitution: <sup>(1)</sup>					
- Adult	4,740	4,964	---	5,050	5,100
- Juvenile	1,212	1,014	---	1,200	1,250
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of applicants processed through preliminary background assessment within five weeks of referral	58	56	51	38	38
Percent of sworn staff in compliance with Corrections Standards Authority (CSA) training requirements	---	---	---	99%	99%
Percent of department budget allocated to Administrative Services	6.0%	8.5%	8.5%	8.5%	8.5%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of training class evaluations indicating job relevance	1,130 / 83%	1,257 / 96%	1,636 / 88%	1,250 / 95%	1,250 / 95%
Number and percent of background investigations completed in 12 weeks of referral	--- / ---	37 / 52%	35 / 69%	38 / 70%	38 / 70%
Number and percent of customer survey respondents rating probation service good or better	6 / 100%	9 / 89%	18 / 95%	15 / 90%	15 / 90%
Dollars recovered to offset cost of detained youth	\$481,994	\$407,839	\$582,911	\$550,000	\$550,000

<sup>(1)</sup>Due to the migration to the Columbia Ultimate Business System (CUBS) database system, no data was available for FY 07-08.



## Administrative Services (3211P)

### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	21.0	21.0	21.0	21.0		19.0
Funded FTE	21.0	21.0	21.0	21.0		19.0
 Total Requirements	5,643,471	3,907,273	5,889,662	1,220,027	(4,669,635)	1,028,741
Total Sources	4,623,687	3,858,667	4,138,874	1,143,009	(2,995,865)	962,785
Net County Cost	1,019,784	48,606	1,750,788	77,018	(1,673,770)	65,956
 NCC Breakdown						
Mandated Services			87,539		(87,539)	
Non-Mandated Services			1,663,249	77,018	(1,586,231)	65,956

#### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$77,018 or 6.3% of which 100% is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements and discretionary services such as conducting pre-employment background checks, providing peace officer training and processing victim restitution payment. The reduction in NCC in FY2008-09 is the result of a new cost allocation methodology, whereby the administrative overhead is allocated to operating programs through an intrafund transfer process.

#### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; inclusion of retiree health benefits; an increase in internal administration and accounting support charges due to a new cost allocation methodology; reductions in contracts; computer equipment; software and other operating costs; increases in County facility rental charges (rent and debt service) and elimination of one-time equipment purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,995,865)	1,067,966	(5,478,691)	(258,910)	(1,673,770)	0

##### 2. Enhancing Safety and Security at the Youth Services Center

Appropriation has been added for safety and security enhancements at the Youth Services Center (YSC), which includes \$199,000 for training of Extra Help Group Supervisor staff in the Institutions Division, \$25,000 to hire a security consultant to evaluate bids for infrastructure improvements, and \$50,000 to repair and upgrade components of the security control system. These enhancements will provide for the safety of youth detained at the YSC, staff, and surrounding residents.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	274,000	(274,000)	0	0	0

## TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,995,865)	1,341,966	(5,752,691)	(258,910)	(1,673,770)	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and an increase in Intergovernmental Revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(180,224)	(96,529)	0	0	83,695	0

**4. Staffing Adjustments to Meet Net County Cost Target**

One vacant Accountant I position and one vacant Department Data Processing Specialist have been deleted in order to meet the Probation Department's Net County Cost target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(154,757)	0	0	(154,757)	(2)

**5. Ongoing Staff Training at the Youth Services Center**

Appropriation for safety and security enhancements has been eliminated in year two. Ongoing annual training for Extra Help Group Supervisor staff at the Youth Services Center will continue at \$60,000 annually.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(214,000)	274,000	0	60,000	0

## TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(180,224)	(465,286)	274,000	0	(11,062)	(2)

## Adult Supervision and Court Services (3227P)

### Program Locator

#### County

Criminal Justice

Probation Department

Administrative Services

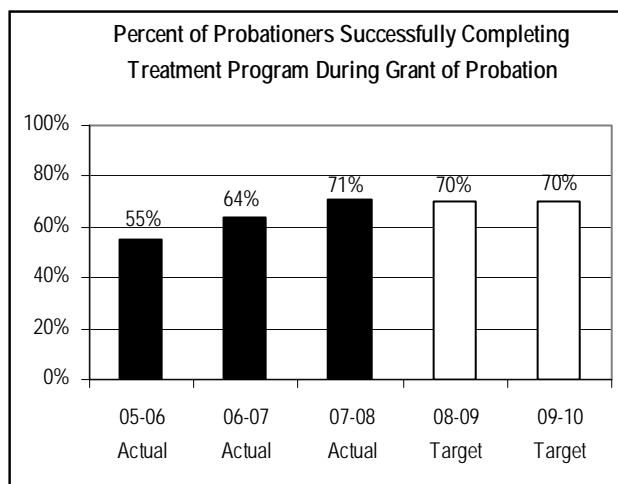
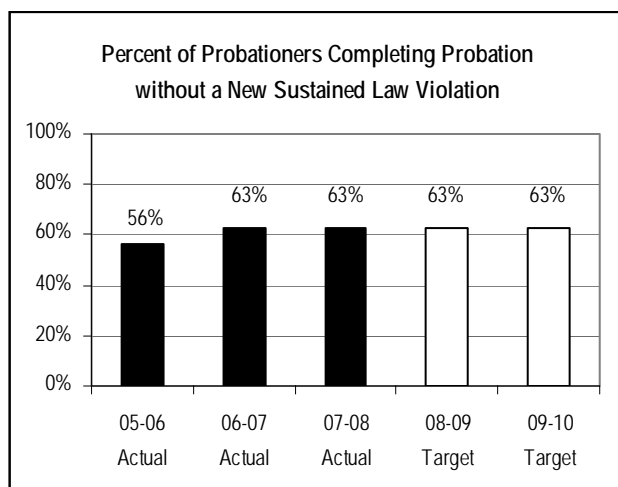


**Adult Supervision and Court Services**

Juvenile Supervision and Court Services

Institutions Services

### Headline Measures



### Program Outcome Statement

The Adult Probation Division is broken into two distinct branches: Court Services and Supervision Services. Adult Court Services consists of the Investigation unit and the Pretrial unit. These two units have the responsibility to provide thorough, timely, and impartial information to the Courts they serve. The purpose of their investigations and reports is to provide the Court with sufficient background and criminal history information to facilitate the best

judicial decision possible in pre-sentence and pretrial matters for adults.

Adult Supervision Services has two intertwined goals. First, Supervision enforces the conditions of probation and ensures that each probationer is in compliance with court orders to maximize offender and community safety. Second, Supervision facilitates the treatment component of probation wherein the probationer receives treatment and other related services. These activities can contribute to a positive lifestyle change thereby reducing the potential for recidivism.

### Services and Accomplishments

#### Court Services

The Court Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to "maintain and enhance the public safety of all residents and visitors" by supporting the Court's efforts to protect the community, allow deserving defendants the liberty to assist in their own defense, and impose the most appropriate sentence. Court Services manages the Pretrial Unit. Defendants are evaluated for "Own Recognizance Release" through a review of their criminal history and the use of a risk-assessment tool. Court Services also encourages clients to participate in and comply with the Court process and facilitates opportunities for treatment during that process. Lastly, the unit provides the Court with sentence recommendations, including conditions of probation that maximize public safety, protect crime victims, and provides structure for adult offenders. As part of the conditions of probation, probation officers develop case plans to address the needs of probationers.

#### Supervision Services

Supervision Services contributes to the goals of San Mateo County's Shared Vision 2010 to "maintain and enhance the public safety of all residents and visitors" by providing over 2,600 probationers with specialized supervision programs that range in intensity according to the supervision and treatment needs of the probationer. Supervision services may include a range of tools such as intensive supervision, community-based monitoring, chemical testing, and treatment. Supervision may be limited for low risk offenders to include more general supervision services including scheduled contacts with DPOs and progress reviews. Supervision Services collaborates with and provides mutual support to all levels of local, state and federal law enforcement. By participating in San Mateo County's Gang Intelligence Unit and the Western States Information Network, it is able to operate in a highly efficient manner to support public safety.

Supervision Services includes the following specialized assignments: Intensive Supervision, Sex Offenders, Violent Offenders, Drug Court, Bridges Program, Proposition 36, Mentally Ill Offender Crime Reduction (Pathways) Program, Re-entry Program 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. This allows the division the best possible use of its limited supervision resources. Together, these programs provide supervision services that include: community-based supervision, counseling, treatment referral, pro-active intervention, chemical testing, electronic monitoring, educational programs, vocational training, employment resources, and cognitive skills training (Bridges Program).

The following are major accomplishments in the current year:

- The Bridges Program received a STARS Honorable Mention Award (\$7,000), a County program that recognizes effective programs countywide
- Court Services administered a four-part training program for its Deputy Probation Officers (DPOs) to improve and standardize the court report process
- Broadened knowledge base about gangs and gang activity via the Gang Intelligence Unit
- Conducted a total of 107 anti-gang presentations in various schools and before several city government agencies (calendar year 2007)
- Selected a scientifically validated risk and needs assessment instrument, for FY 2008-09 and beyond, to improve case-management, compile useful data and reduce recidivism

## Story Behind Performance

### Court Services

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 previous years, the number of cases referred by the Court determined the "number of reports written". This year marks the third fiscal year in which the unit counted all of the reports that were written and submitted to the Court including: Pre-Trial Conference Reports, Investigation Reports and special reports requested by the Court. It should be noted that pretrial "supervision" has little resemblance to "court-ordered supervised probation". Defendants under pretrial supervision have not surrendered their legal rights; as a result, pretrial officers do not have the same authority to search, chemical test, or arrest as probation officers.

The Court Services Units continues to experience difficulty meeting the demand for bilingual services necessary to meet the current needs of the Department. Although bilingual staff frequently assist non-bilingual staff, many non-English-speaking probationers are unable to fully benefit from probation when they are supervised by non-bilingual staff. The shortage of bi-lingual staff also has the side effect of limiting exposure of existing bilingual staff to other phases and opportunities in the Probation Department. Even with these limitations, the quality of this unit's efforts ensures that approximately

99% of all court documents meet or exceed department standards of legal viability, accuracy, impartiality, informative content and timeliness.

### Supervision Services

The Adult Division continues to place a high number of probationers in intensive supervision programs, including: general intensive, domestic violence, violent offenders, sex offenders, and Pathways (mental health offenders). Almost two-thirds of clients placed on intensive supervision complete their grant of probation without a new sustained law violation.

The Division also continues to place a high number of probationers on relapse prevention programs. Relapse prevention programs include the Deferred Entry of Judgment, Prop 36, Drug Court, and Bridges programs. Clients in these programs are referred to one or more community-based treatment programs. Of the total number of clients in treatment programs, slightly more than half of them successfully complete them in a given reporting period. Probationers have the most success in Bridges and Drug Court, moderate success in Deferred Entry of Judgment, and low success rates in Prop 36. The Adult Division's Prop 36 success rates are comparable to other counties in the State.

The Division's CAST program has undergone several reorganizations in recent fiscal years to respond to a reduction in personnel and resources and an increase in case transfers. In light of the County's structural budget deficit and current hiring freeze, our Division will meet to evaluate the current operation of the CAST program to determine how this unit will operate in FY 2008-09.

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

#### Division

- To guide the Division through the County's structural budget deficit and hiring freeze period

#### Court Services

- To increase ability to respond to bi-lingual workload
- To provide sufficient training and practice opportunities in order to improve staff skills and increase the number of trained officers
- To implement an on-going training plan for new staff and managers

### Supervision Services

- To meet the continual presence of methamphetamine use and abuse
- To continue our efforts to respond effectively to gangs-related crime in our County

## Program Objectives

### Division

The Adult Division will meet performance targets by doing the following:

Focus on High-Reliability and Assured Performance in all Areas of the Division

- Adopt a database reporting tool by June 30, 2009
- Develop new case categories to determine if we are placing the greatest resources on those cases that are established as high risk
- Study staffing and workflow within the Adult Division Units to determine best use of resources

**Court Services**

The Court Services units will meet performance targets by doing the following:

Ensure 90% of All Pre-Trial and Court Ordered Reports are Completed Accurately and Submitted Within Established Time Frames

- Monitor Court Submissions
- Cross train municipal and superior court investigation staff
- Rotate officers through court officer assignments to spread those skills more widely
- Track and manage surges in investigation referrals
- Train new staff in time management techniques
- Provide appropriate training for all new staff

**Supervision Services**

The Supervision Services Units will meet performance targets by doing the following:

Beta Test and Implement New Database Beginning FY 2008-09

- Form committee of key Deputy Probation Officers, clerical, and management to test the beta-version of the database, systematically record their user experiences, and submit changes to IT team
- Make necessary changes to database prior to go live data
- Conduct training sessions for all Adult Division employees
- Roll out the new database to the Division

Complete Full Implementation of the Use of the Correctional Assessment and Intervention System (CAIS) by June 30, 2009

- Secure final contract with National Council on Crime and Delinquency (NCCD) for the CAIS risk assessment and case management instrument
- Coordinate NCCD's onsite training for core team of 10 Deputy Probation Officers who will then act as trainers
- Complete CAIS training for 100% of all officers by June 30, 2009
- Roll out the CAIS in conjunction with new database

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of reports written	---	---	4,472	4,200	4,200
Number of completed pre-trial services investigations	10,857	11,682	10,409	10,200	10,200
Number of defendants granted pretrial release	531	1,681	1,757	1,600	1,600
Number of probationers placed on:					
- Relapse prevention supervision services	1,878	2,654	2,056	2,100	2,100
- Intensive Supervision	923	954	1,027	1,100	1,100
- CAST	3,596	1,552	1,146	1,200	1,200
<b>How Well We Do It (Quality / Efficiency)</b>					
Number and percent of reports submitted to Court within established time frames	--- / ---	--- / ---	4,426 / 99%	4,100 / 99%	4,100 / 99%
Number of reports per officer per year	222	240	258	220	220
Staff to client ratio	1:101	1:100	1:90	1:100	1:100
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of reports not requiring modification by the Court	--- / ---	--- / ---	4,432 / 99%	4,300 / 98%	4,300 / 98%
Number and percent of probationers completing probation without new sustained law violation	840 / 56%	805 / 63%	2087 / 63%	2100 / 63%	2100 / 63%
Number and percent of probationers who successfully complete treatment program	1,234 / 55%	1,637 / 64%	1,803 / 71%	1,800 / 70%	1,800 / 70%

## Adult Supervision and Court Services (3227P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	159.0	144.0	144.0	144.0		141.0
Funded FTE	156.4	142.0	142.0	140.9	(1.1)	137.9
 Total Requirements	17,332,005	18,951,345	17,115,616	19,815,741	2,700,125	20,174,134
Total Sources	6,770,409	7,101,041	6,732,464	7,267,064	534,600	7,385,719
Net County Cost	10,561,596	11,850,304	10,383,152	12,548,677	2,165,525	12,788,415
 NCC Breakdown						
Mandated Services			10,383,152	12,548,677	2,165,525	12,788,415

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$12,548,677 or 63.3%, of which \$2,296,406 is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements and discretionary services such as the C.A.S.T. (Computer Assisted Supervision Team) administrative caseload, Pre-Trial Services, Adult Supervision, Domestic Violence and Adult Drug Court.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; inclusion of retiree health benefits; an increase in internal administration and accounting support charges due to a new cost allocation methodology; reductions in contracts; software licensing and other operating expenses; increases in County facility rental charges and leased facility charges and an increase for equipment purchases related to the new Adult Case Management System.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
401,752	3,408,896	(1,902,617)	0	1,104,527	0

#### 2. Adult Court Services Programs Consolidated in the Adult Supervision and Court Services Unit

The Adult Division program components of the former Court Services Program, including two investigation units and the Pre-Trial unit, have been transferred to the Adult Supervision and Court Services Program to enhance program oversight and to distinguish Adult Services Program performance data from that of Juvenile Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
132,848	1,193,846	0	0	1,060,998	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
534,600	4,602,742	(1,902,617)	0	2,165,525	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and an increase in Intergovernmental Revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
118,655	599,473	0	0	480,818	0

### 4. Staffing Adjustments to Meet Net County Cost Target

A vacant Legal Word Processor, Legal Office Specialist, and a Deputy Probation Officer I have been deleted to meet the Department's Net County Cost target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(241,080)	0	0	(241,080)	(3)

### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
118,655	358,393	0	0	239,738	(3)



## Juvenile Supervision and Court Services (3253P)

### Program Locator

#### County

Criminal Justice

Probation Department

Administrative Services

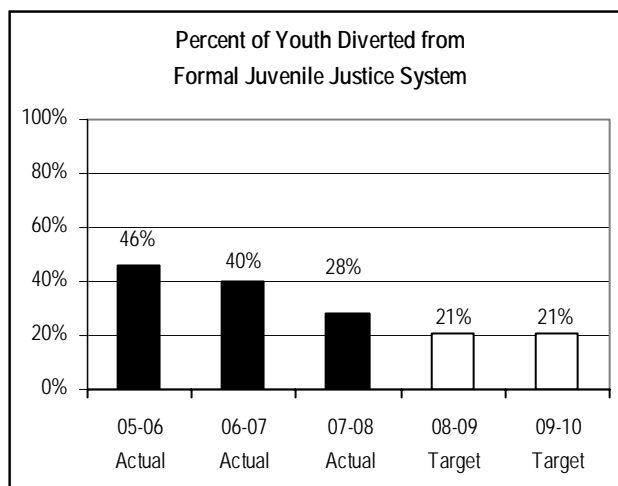
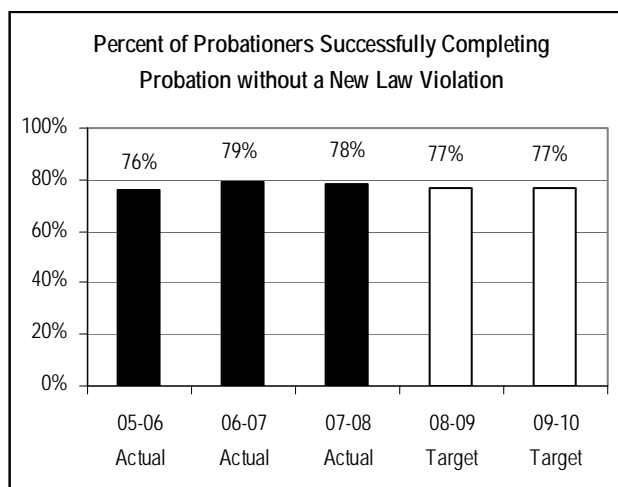
Adult Supervision and Court Services



**Juvenile Supervision and Court Services**

Institutions Services

### Headline Measures



### Program Outcome Statement

The Juvenile Supervision Services Division helps youth become pro-social, contributing members of their communities by strengthening key developmental assets and encouraging accountability. Working closely with at-risk youth and their families, juvenile criminal justice agencies, law enforcement, schools, community treatment, and victims, supervision officers assess a youth's risks and needs, make balanced recommendations to the court, enforce court orders,

provide supervision to diversion or formal probation cases, and hold youth accountable to case plan goals. Furthermore, intensive efforts for high-risk youth focus on monitoring serious offenders, providing graduated sanctions as alternatives to traditional detention and avoiding costly out-of-home placements while seeking restorative justice for victims and increasing public safety.

### Services and Accomplishments

The Division contributes to the County's Shared Vision commitment to ensure public safety and basic health and safety for all. The Juvenile Supervision units provide a wide range of services including, appropriate diversion from the criminal justice system, crisis intervention on school campuses, screening and assessment, family preservation and reunification, case management of youth in out of home placements, and intensive supervision of high-risk offenders. 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 are major accomplishments in the current year:

- Collaborated with the YMCA to create a pilot for Day, Evening, and Weekend Programs in the central region of the county to enhance alternatives to traditional detention
- Upgraded the validated risk-needs assessment tool to connect with new, automated case planning tool
- Initiated use of an automated, validated detention-screening tool to reduce number of youth detained for probation violations
- Initiated and expanded three evidence-based parenting programs that match services with parent and family needs and abilities

### Story Behind Performance

The number of juveniles entering the juvenile justice system has declined over the past few years, thus enabling the Division to maintain reasonable caseload numbers and increased services in specialized and intensive supervision units. Current caseloads permit increased contact with youth and their families and coordination of multi-agency efforts toward case planning and addressing criminogenic needs.

Although staff promotions, leaves and transfers as well as lower caseload sizes in intensive supervision units mean that Probation is slightly off from its annual target, more than three-quarters of probation wards are completing probation without new law violations. This is equivalent to average data reported by the Chief Probation Officers of California for 2006-2007. San Mateo County Juvenile Supervision Services' numbers have stabilized over the past few years as the department focuses on evidence-based practices to effectively facilitate positive probationer change.

Among the evidence-based tools being used by the Division are: a validated risk-needs assessment tool; motivational interviewing;

gender-specific programming for GIRLS Drug Court; a validated general Drug Court; a family-centered approach; graduated sanctions; and alternatives to traditional detention. Most of these tools are focused on more effectively directing service where needed and not exposing youth to the formal criminal justice system who would not benefit from such attention. This goal also means that the Division invests a great deal of effort towards prevention and community outreach about gangs, substance abuse and other relevant youth issues, and aims to be a resource to other agencies on juvenile delinquency. Research shows that this type of prevention and education are more effective and cost-effective than intervention after offenses have been committed.

As an addition to our alternatives to detention model, this year, the Division collaborated with the YMCA to create a pilot for Day, Evening and Weekend programs in the central region of the county. These programs aim to provide additional opportunities for youth to acquire experience and competence in key areas, including academic support, vocational skills, life skills, family support, mental health, health and wellness, and community service without the need for detention. Over time, it is expected that this type of programming will be refined and expanded to cover all of San Mateo County.

Finally, given recent state legislation (AB900 and SB81), many youth incarcerated at state-run institutions or paroled from those institutions will now be case managed at the county level. Although San Mateo County has exhausted local resources before considering state incarceration or out-of-home placements, this shift in high-risk juvenile offenders' case management will have a dramatic impact on the types of supervision/surveillance needed, enhanced programming, resource development, officer and public safety concerns. These issues are now in the planning phase.

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

- Coordinate and create a comprehensive plan for high-risk offenders who would have gone to state-run institutions and state parolees, given limited state funds
- Fully implement the upgraded risk-needs assessment and case management tool
- Train new and current staff in case management techniques, our criminal justice philosophy, alternatives sanctions, and best practices
- Reduce the number of youth detained in Juvenile Hall for probation violations
- Manage mandatory supervision caseloads and investigations reports given a hiring freeze and current budgetary constraints

#### **Program Objectives**

Juvenile Services will meet performance targets by doing the following:

##### Complete 80% of Individualized Case Plans Within Divisional Time Lines

- Increase usage of the information obtained from the new assessment tool

- Monitor and track initial case plans within 15 days of disposition and updating at case transfer and 6 month intervals
- Enlist youth and family participation in case plan development and goals

##### Reduce The Number of Youth Detained for Probation Violations

- Develop community based programming, such as Day, Evening, and Weekend Programs
- Increase use of Community Care Program as an alternative to Juvenile Hall
- Expand use of Electronic Monitoring and Home Supervision/ House Arrest

##### Ensure 90% of all Juvenile Investigation Reports Submitted to the Court are within Established Time Frames

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of youth placed on:					
- Probation	2,467	2,465	2,426	2,400	2,400
- Prevention / diversion programs	1,256	989	739	1,000	1,000
- Electronic monitoring	---	---	---	500	500
Number of juvenile investigation reports written	---	---	1,087	1,000	1,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Staff to client ratio:					
- Specialized units	1:14	1:23	1:19	1:20	1:20
- Regular supervision	1:45	1:51	1:41	1:50	1:55
Number of youth completing:					
- Probation	---	---	---	800	800
- Prevention / diversion programs	---	---	---	324	324
- Electronic monitoring	---	---	---	350	350
Percent of youth diverted from formal juvenile justice system <sup>(1)</sup>	46%	40%	28%	21%	21%
Number and percent of juvenile investigation reports submitted to the Court within established timeframes	--- / ---	--- / ---	1063 / 98%	950 / 95%	950 / 95%
Number of juvenile investigation reports per officer per year	99	140	121	100	100
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of youth completing:					
- Probation without new sustained law violations	726 / 76%	897 / 79%	645 / 78%	644 / 77%	644 / 77%
- Diversion / informal contracts and are not filed upon within six months	1,262 / 84%	435 / 85%	382 / 85%	411 / 85%	411 / 85%
- Electronic monitoring without a new sustained law violation	--- / ---	--- / ---	--- / ---	280 / 80%	280 / 80%
Number and percent of youth assigned to the Family Preservation Program who remain in their home	161 / 85%	478 / 93%	474 / 95%	470 / 93%	470 / 93%
Number and percent of youth assigned to the Placement Unit who are not removed from placement	151 / 94%	765 / 96%	973 / 97%	950 / 95%	950 / 95%

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
Number and percent of Juvenile Investigation reports not requiring revision per Court	--- / ---	--- / ---	1018 / 94%	940 / 94%	940 / 94%

<sup>(1)</sup> The decrease is due to a change in methodology that increases the denominator of total youth counted in the formal juvenile system.

## Juvenile Supervision and Court Services (3253P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	135.0	151.0	151.0	151.0		150.0
Funded FTE	132.2	145.0	145.0	145.7	0.7	144.7
 Total Requirements	19,604,874	18,614,717	19,348,989	21,484,516	2,135,527	22,016,814
Total Sources	15,093,606	14,212,032	14,227,874	14,168,922	(58,952)	14,467,343
Net County Cost	4,511,268	4,402,685	5,121,115	7,315,594	2,194,479	7,549,471
 NCC Breakdown						
Mandated Services			4,655,094	6,849,573	2,194,479	7,083,450
Non-Mandated Services			466,021	466,021		466,021

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,315,594 or 34.1%, of which \$1,067,290 is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements, and discretionary services such as the Juvenile Traffic Unit and the Risk Prevention Program.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; inclusion of retiree health benefits; an increase in internal administration and accounting support charges due to a new cost allocation methodology; reductions in contracts; expenses associated with the care of juvenile offenders in State facilities; increases in County facility rental charges (rent and debt service); and one-time equipment purchases and other operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(36,676)	4,571,821	(2,953,016)	0	1,655,481	0

## 2. Former Juvenile Court Services Programs Consolidated in the Juvenile Supervision and Court Services Unit

The Juvenile Services Division program components of the now defunct Court Services budget unit (3223P), including Juvenile Investigations and Juvenile Traffic, have been transferred to the Juvenile Supervision and Court Services budget unit (3253P) to enhance program oversight and to distinguish Juvenile Services program performance data from that of Adult Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(22,276)	516,722	0	0	538,998	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(58,952)	5,088,543	(2,953,016)	0	2,194,479	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and an increase to Intergovernmental Revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
298,421	641,178	0	0	342,757	0

### 4. Staffing Adjustments to Meet Net County Cost Target

A vacant Deputy Probation III has been deleted in order to meet the Probation Department's Net County Cost target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(108,880)	0	0	(108,880)	(1)

### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
298,421	532,298	0	0	233,877	(1)

## Institutions Services (3283P)

### Program Locator

#### County

Criminal Justice

Probation Department

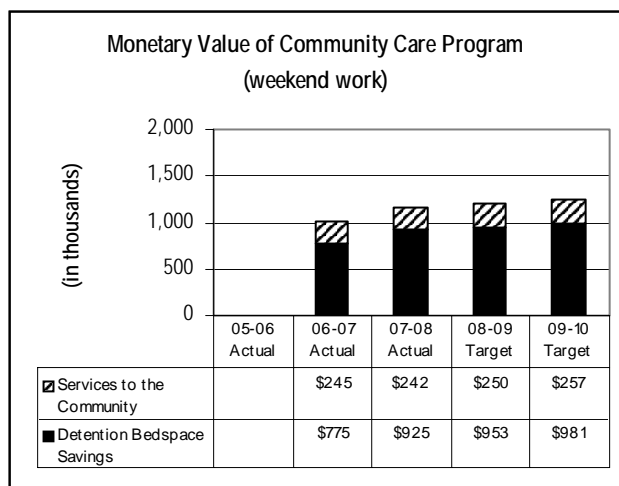
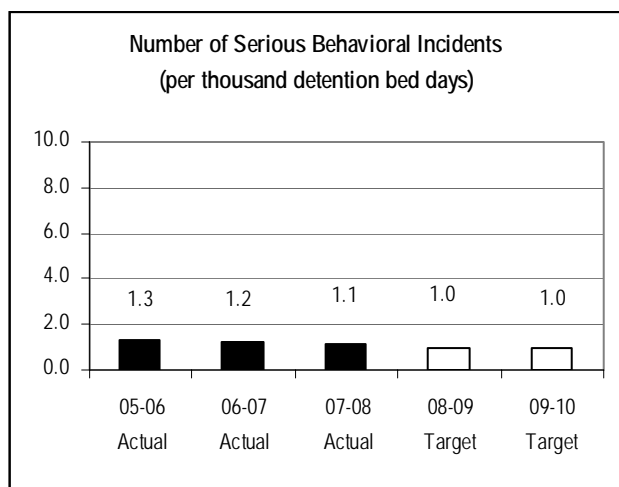
Administrative Services

Adult Supervision and Court Services

Juvenile Supervision and Court Services

► **Institutions Services**

### Headline Measures



### Program Outcome Statement

The Institutions Services Division provides juvenile court-ordered secure and non-secure programs, including detention, camps, and community service. The goals of the Division are to provide safe and secure housing for youth detained by the Court, protect the community, reduce delinquency, and build families.

### Services and Accomplishments

The Division contributes to the County's Shared Vision commitment to ensure public safety by providing institutional services with programming designed to reduce future delinquency. The 180-bed juvenile detention facility in the Youth Services Center provides secure custody services and collaborates with other County Departments to provide food, health, mental health, education, and special programs to youth. Camp Glenwood is a 60-bed residential program that offers boys the opportunity to develop positive behaviors, learn skills, and improve their education so they can have productive, crime-free lives in their communities. The Margaret J. Kemp Camp (Camp Kemp) provides a 30-bed residential, local, gender-responsive, and intensive program for girls as an alternative to serving time in detention or in an out-of-home placement program. The Community Care Program, in which youth are supervised during weekend work projects, provides an alternative to secure detention and contributes to the betterment of local communities.

The following are major accomplishments in the current year:

- Reduced the population in Juvenile Hall by 6%
- Collaborated with the Regional Occupational Program to establish an after-school business office careers class for youth in Juvenile Hall
- Formed partnership with County Mental Health in Juvenile Hall to deliver the Aggression Replacement Training curriculum, an evidence-based program that teaches youth pro-social skills, anger management, and moral reasoning
- Launched an effort to address building conditions at Camp Glenwood, culminating in the development of a funding proposal for immediate and long-range capital improvements

### Story Behind Performance

The population in the Youth Services Center remains unpredictable. While generally under capacity, periodic increases due to outside factors can quickly raise population to capacity. Violent incidents, which include fights, threats to self and others, and outbursts of anger, continue to be rare events.

Camp Glenwood continues to adapt to the increasing offense seriousness, risks, and needs of the boys it serves; boys are now staying at the Camp for longer periods of time. Staff continues to collaborate with other County Departments and community-based agencies to provide substance abuse treatment, group counseling, and a meditation program. However, resources are now insufficient to meet escalating needs. Built in 1964, Camp Glenwood is also facing the need for extensive repairs and renovation, a project that is a major focus of the Division's work this year.

All girls in the Camp Kemp program receive a comprehensive needs assessment; individualized case planning; weekly life skills workshops; yoga and art classes; individual and group therapy; family counseling and groups; and an Office of Education-operated school program. Based on a girl's needs, she may also participate in

intensive therapy for recovery from abuse at home or in the community and/or substance abuse treatment. The Camp operates as a collaborative of County agencies and community-based providers; staff is currently working with a consultant to strengthen these working relationships.

The value of the Department's alternative to detention programs is increasing, mainly due to the rising cost of juvenile detention beds and the increasing capacity of the alternative programs.

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

- To respond to the law change that shifts custody and/or supervision for most serious offenders from the State Department of Juvenile Justice to the counties
- To continue development of collaborative programs and services at the two camps and in Juvenile Hall
- To further expand the capacity of alternative to detention programs to lower and stabilize the YSC detention population
- To make physical plant improvements at Camp Glenwood

**Program Objectives**

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

Evaluate Safety and Security Measures at Youth Services Center and Camps

- Conduct comprehensive review of Youth Services Center security measures and make necessary improvements by January 1, 2009
- Implement security measures outlined in Countywide Security assessment of Camp Glenwood by May 1, 2009

Increase Number of Treatment Programs by June 30, 2009

- Continue building a set of cognitive skills and life skills trainers available to provide classes and workshops for Department programs by June 30, 2009
- Collaborate with community-based providers to increase substance abuse treatment and strength-based behavior modification programs, including yoga, art, and meditation classes by June 30, 2009.
- Explore options for vocational programming at both the YSC and the Camps by January 1, 2009

Plan for Improvements in the Physical Plant and Programming at Camp Glenwood

- Finalize assessments and cost estimates for physical plant improvements by January 1, 2009
- Explore various funding options, including the County capital improvement program, grants, and support from the business community and civic groups by June 30, 2009

Move Toward Long-Range Strategic Planning

- Study trends in detention and camp use and project future needs by December 1, 2008
- Develop a multi-year plan for the development of programming and services by June 30, 2009

- Explore options for increasing population at Camp Kemp by June 30, 2009
- Develop programming to address needs created by the changes in the California Department of Juvenile Justice by January 1, 2009

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Average daily hall population	176	158	155	145	140
Average daily Camp Glenwood population	56	48	52	50	50
Average daily Camp Kemp population	---	---	15	23	25
Number of youth placed in Community Care Program (weekend work)	393	391	344	400	450
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of treatment programs delivered by staff to:					
- Camp Glenwood residential program	45	37	40	45	50
- Margaret J. Kemp Girls Camp	---	---	61	65	70
Number of serious behavioral incidents	85	68	63	60	55
Number of serious behavioral incidents per 1,000 detention bed days	1.3	1.2	1.1	1.0	1.0
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Monetary value of Community Care Program (weekend work):					
- Detention bedspace savings	---	\$775,472	\$925,089	\$952,842	\$981,427
- Services to the community	---	\$244,800	\$242,449	\$249,772	\$257,214
Number and percent of youth successfully completing Community Care Program (weekend work)	315 / 87%	313 / 89%	310 / 90%	360 / 90%	405 / 90%



## Institutions Services (3283P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	150.0	150.0	150.0	147.0	(3.0)	146.0
Funded FTE	147.9	151.2	151.2	146.0	(5.1)	145.0
 Total Requirements	21,902,253	27,396,892	26,637,830	31,438,166	4,800,336	32,204,327
Total Sources	9,365,617	9,950,337	9,655,984	12,451,739	2,795,755	12,753,932
Net County Cost	12,536,636	17,446,554	16,981,846	18,986,427	2,004,581	19,450,395
 NCC Breakdown						
Mandated Services			16,981,846	18,986,427	2,004,581	19,450,395

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$18,986,427 or 60.4%, of which \$193,538 is discretionary. This discretionary amount includes mandated services provided with no maintenance-of-effort or local match requirements and discretionary services such as the Community Care Program and the Community Schools Program.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; inclusion of retiree health benefits; an increase in internal administration and accounting support charges due to a new cost applied methodology; reductions in operating costs; increases in County facility rental charges (rent and debt service); Correctional Food Services charges; and General Liability Insurance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,795,755	5,429,079	(443,830)	0	2,189,494	0

#### 2. Deletion of four School Bus Driver Positions

Transportation Services for youth attending the Gateway School will be eliminated and four bus driver positions will be deleted effective August 1, 2008. Students will be encouraged to use monthly bus passes to attend Gateway. The four employees have been offered the services of the Career Transition Program and have been referred to the San Mateo County Office of Education Transportation Unit for possible employment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(184,913)	0	0	(184,913)	(4)

#### 3. Addition of one Administrative Secretary II Position

One new Administrative Secretary II position has been added at the Margaret J. Kemp Camp. Due to an oversight, this position was not requested in FY 2006-7 when staffing requirements were developed for the Camp. Since the Camp opened, bi-lingual extra help staff have

been used to provide administrative and reception support. The cost of this new position is fully offset with reductions in extra-help appropriation and other operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(65,545)	0	0	(65,545)	0
0	65,545	0	0	65,545	1

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,795,755	5,244,166	(443,830)	0	2,004,581	(3)

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; inclusion of retiree health benefits; Intergovernmental Revenues and Correctional Food Services charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
302,193	836,576	0	0	534,383	0

**5. Staffing Adjustments to Meet Net County Cost Target**

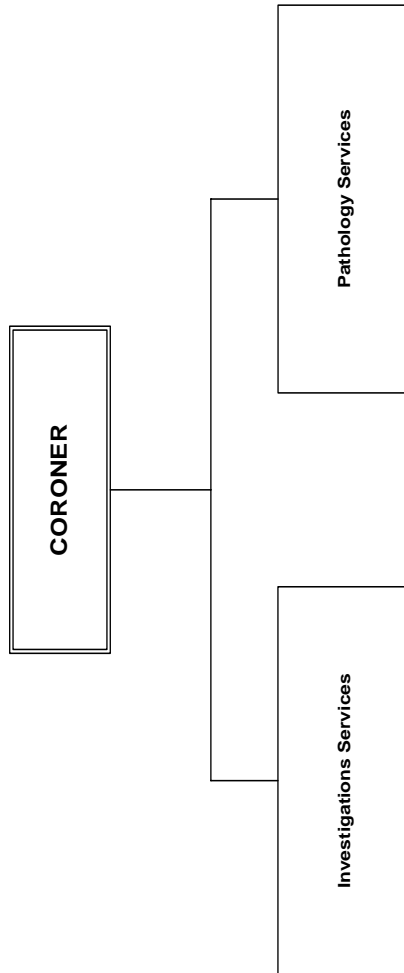
A vacant Linen and Housekeeping Services Supervisor has been deleted in order to meet the Probation Department's Net County Cost target. The Department is looking at other options to cover this workload regarding laundry services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(70,415)	0	0	(70,415)	(1)

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

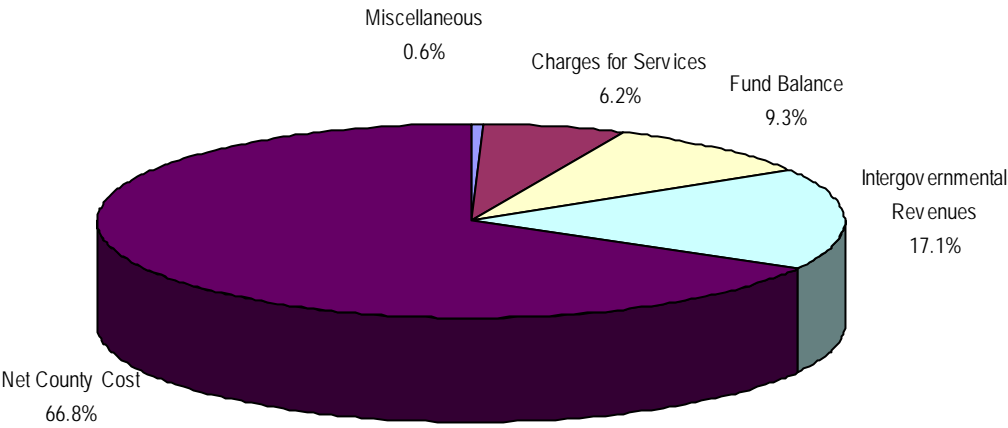
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
302,193	766,161	0	0	463,968	(1)

**CORONER'S OFFICE**

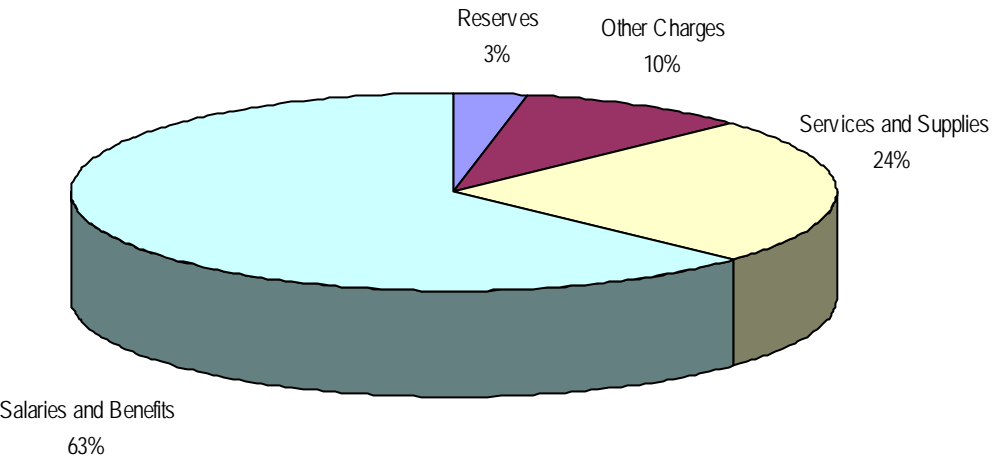


# Coroner's Office

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements



## Department Locator

### County

#### Criminal Justice

District Attorney's Office

County Support of the Courts

Private Defender Program

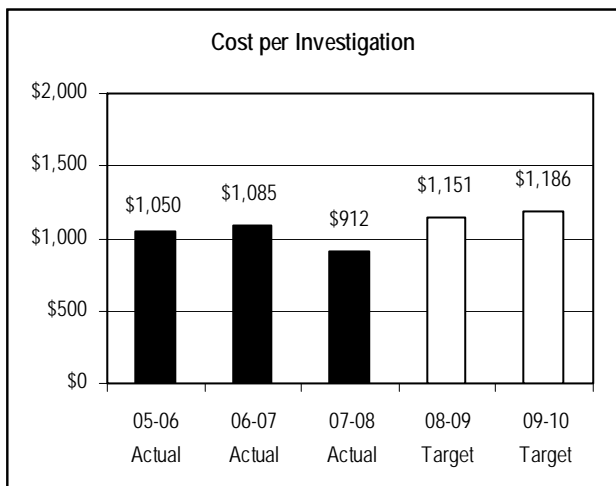
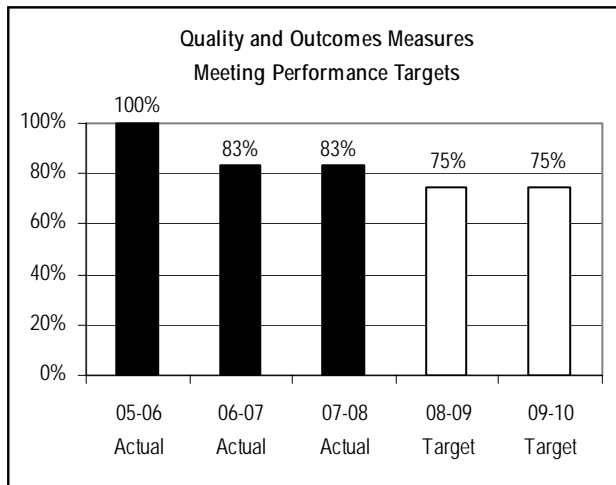
Sheriff's Office

Message Switch

Probation Department

### ▷ Coroner's Office

## Department Measures



## Department Mission Statement

To serve the residents of San Mateo County by providing prompt independent investigations to determine the mode, manner and cause of death of decedents under the Coroner's jurisdiction. Provide high quality of services through a courteous manner while always respecting the needs and concerns of those involved.

## Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2007)

### PEOPLE

#### Ensure Basic Health and Safety for All

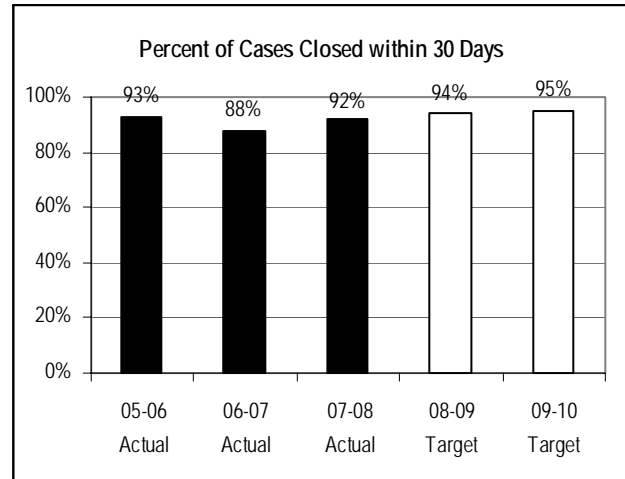
##### • Community Outreach and Public Education

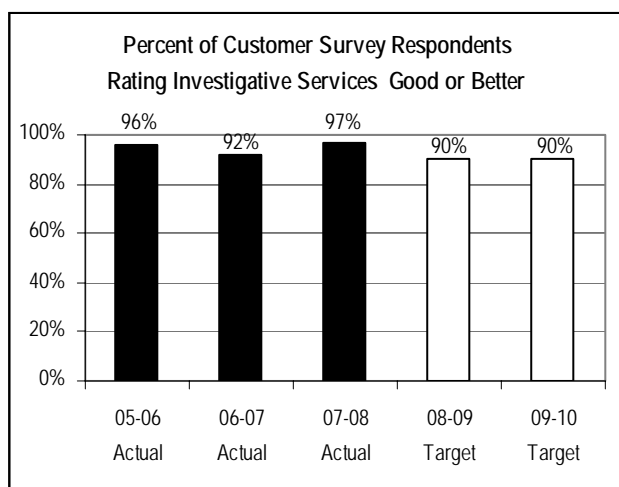
Update disaster preparedness plans in case of a major disaster or emergency affecting San Mateo County. Continue to be proactive in educating the public with the most current information by attending a variety of community meetings. Provide information on our website to better inform the public of available resources during times of grief and need. Continue to work collaborative with law enforcement, medical, fire personnel and other first responders by providing information on the role and responsibility of the Coroner's Office in order to better serve the public in an efficient and timely manner.

##### • Cold Case Identification

Focus on identifying decedents in cold cases. This effort is on going; the California Department of Justice Missing and Unidentified Persons Unit are currently processing several DNA samples as mandated by state law. These investigative processes will possibly help clear cases that remain unsolved. Since 2000 the department has positively identified 3-5 cases using methods outside the DNA Laboratory.

## 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 independent investigations into a death with the cooperation of law enforcement agencies, medical personnel, the funeral industry, and families. The decedents' families are provided with any information they need, which includes why autopsies are performed, as well as what the steps to take, and provide them with available resources. 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 forensic specialists are physicians certified by the American Board of Pathology.

The following are major accomplishments in the current year:

- Expedited the time it takes to make available the Coroner's reports to decedents' families by 5%
- Avoided overtime cost by fully staffing vacant positions
- Continued participation in disaster preparedness drills
- Created brochure materials and online information to educate the public on the responsibilities and role of the Coroner's Office
- Established a written protocol to properly notify family members when an organ has been retained for testing in order to reach a conclusive cause of death
- Reorganized the Coroner's Emergency Response Team (CERT) formally known as the Volunteer Recovery and Identification Unit
- Implemented a management model that identifies and prioritizes the Department's goals and standard
- Implemented a new Firearms Release Policy in accordance with the Department of Justice rules and regulations to properly ensure that weapons are released to authorized individuals
- Submitted three unidentified cases to the Department of Justice for deoxyribonucleic acid (DNA) submission in accordance with state laws
- Completed updates of the new Records Management System

- Implemented the county-wide donation of weapons to the San Mateo County Sheriff's Crime Lab Ballistics Library

## Story Behind Performance

The Coroner's Office has continued to meet this performance standard by closing a case within thirty (30) days ninety-three percent (93%) of the time in FY 2007-08 by improving procedures in the investigation process. Timeliness, in assisting families through this difficult process remains a departmental priority. Expediting investigations enables other law enforcement agencies to proceed more quickly and efficiently. The addition of a new and revised case management system has provided reliability and options for data analysis.

The Pathology Division strives to provide a rapid turnaround of all of their cases. In FY 2007-08, this division was able to release 95% of the homicide cases within three (3) days. There is a ninety nine percent 99% turnaround time for non-homicide cases that are available for release within twenty-four hours of assuming jurisdiction of the case. The Coroner's Office is able to meet this performance standard because the Pathology unit operates seven days a week.

The reliability and timeliness of body removal services has been an on going challenge over the past years. There have been changes within the contracting companies preventing the timeliness of removal services to be performed within 30 minutes of initiated call.

## Major Issues to be Addressed

### Ensure Basic Health and Safety for All

- Remodel morgue and Pathologists offices with updated equipment
- Replace outdated desktop computers and server for continued productivity and efficiency department wide
- Explore grant opportunities from Federal, State and Local resources to fully stock the mobile morgue and continue to acquire disaster preparedness supplies
- Coordinate coverage for Deputy Coroner's while attending mandated POST (Peace Officers Standards and Training) classes
- Collaborate with the Courts to create a program designed to demonstrate the fatal impact of Driving Under the Influence (DUI) and Drug Abuse to at-risk youth
- Increase Coroner's fees and institute new fee based programs
- Complete the reorganization of the Coroner's Office to ensure the proper framework for team building and desired performance
- Identify a primary and secondary service provided for body removal

## Department Objectives

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

### Close at Least 90% of All Cases Reported to the Coroner's Office within 30 Days

- Maintain Pathology turnaround times for all cases
- Identify process improvements or updates to case processing efficiencies

### Complete Major Disaster Preparedness Plan

- Continue to work on identifying funding for equipment and supplies to properly stock the disaster trailers
- Identify or purchase a vehicle that is able to tow the fully loaded disaster trailers to the required locations
- Continue to research and implement additional disaster preparedness projects

### Maintain an Overall Satisfaction Rating of at Least 90%

- Continue to respond to reported deaths within 15 minutes
- Maintain turnaround time on all full Coroner's case decedents
- Notify the families when the cause of death may be genetic, thereby affecting other family members
- Continue to provide a high level of service while keeping the needs and feelings of the survivors in mind
- Continue to be aggressive in attempts to identify all unknown deceased persons

### Public Outreach and Education

- Continue to provide brochure materials and online information about organ retention
- Attend community meetings to inform citizens about the Coroner's responsibilities and legal requirements
- Educate DUI offenders about the hazards of drinking and driving
- Outreach to at-risk youths demonstrating the potential fatal impact of irresponsible actions
- Continue to provide information to the public for disasters that result in fatality

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-010 Target
<b>What/How Much We Do (Effort)</b>					
Number of deaths reported to the Coroner's Office	3,182	3,022	3,131	3,000	3,000
Number of cases receiving clinical inspections	89	87	133	100	100
Number of cases receiving full autopsy	434	329	381	420	430
Number of cases requiring an investigator on site	572	514	534	525	530
<b>How Well We Do It (Quality / Efficiency)</b>					
Average number of cases taken per deputy coroner per month <sup>(1)</sup>	38	36	37	38	39
Percent of calls responded to within 15 minutes <sup>(2)</sup>	95%	98%	96%	98%	99%
Percent of calls where the removal service arrives on scene within 30 minutes	88%	95%	68%	90%	90%
Percent of Pathology cases for which an autopsy is conducted	15%	13.7%	16%	15%	15%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of cases closed within 30 days	93%	88%	92%	94%	95%
Percent of survey respondents rating services as good or better	96%	92%	97%	90%	90%

<sup>(1)</sup> A Deputy Coroner works two 20-hour shifts per week or approximately 8 shifts per month.

<sup>(2)</sup> The type of response data that is reported is conducted in person or through a telephone call back by the department within 15 minutes of initial request.



Coroner's Office (3300B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	11,206	10,917	11,100	11,200	100	11,200
Intergovernmental Revenues	515,344	507,082	525,651	525,651		525,651
Charges for Services	157,813	171,702	168,500	190,000	21,500	190,000
Miscellaneous Revenue	12,918	9,999	8,500	7,500	(1,000)	7,500
<b>Total Revenue</b>	<b>697,281</b>	<b>699,700</b>	<b>713,751</b>	<b>734,351</b>	<b>20,600</b>	<b>734,351</b>
Fund Balance	179,676	169,077	169,077	285,590	116,513	285,590
<b>TOTAL SOURCES</b>	<b>876,957</b>	<b>868,777</b>	<b>882,828</b>	<b>1,019,941</b>	<b>137,113</b>	<b>1,019,941</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,741,984	1,806,073	1,748,385	1,858,121	109,736	1,915,096
Services and Supplies	555,075	563,016	672,905	712,645	39,740	712,645
Other Charges	229,400	239,809	255,436	283,682	28,246	283,682
Fixed Assets	50,395			10,000	10,000	10,000
<b>Net Appropriations</b>	<b>2,576,854</b>	<b>2,608,898</b>	<b>2,676,726</b>	<b>2,864,448</b>	<b>187,722</b>	<b>2,921,423</b>
Contingencies/Dept Reserves	103,180	92,581	92,581	209,094	116,513	175,791
<b>TOTAL REQUIREMENTS</b>	<b>2,680,034</b>	<b>2,701,479</b>	<b>2,769,307</b>	<b>3,073,542</b>	<b>304,235</b>	<b>3,097,214</b>
<b>NET COUNTY COST</b>	<b>1,803,077</b>	<b>1,832,702</b>	<b>1,886,479</b>	<b>2,053,601</b>	<b>167,122</b>	<b>2,077,273</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$137,113 or 15.5% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Licenses, Permits and Franchises

There is an increase of \$100 in this funding source due to an increase death certificate filing fees.

#### Charges for Services

There is an increase of \$21,500 in this funding source due to the implementation of a fee increase for body removal services effective FY 2008-09. The anticipated fee increase of \$50 is to more closely align fees with current market rates. The new fee structure was approved by the Board of Supervisors in June 2008.

#### Miscellaneous Revenue

There is a net decrease of \$1,000 in this funding source in order to more closely align projected revenue with historical actuals.

#### Fund Balance

There is an increase of \$116,513 in this funding source due to savings at the end of FY2007-08.

### TOTAL REQUIREMENTS

Total Requirements increased by \$304,235 or 11.0% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$109,736 in this expenditure category due to negotiated labor increases; inclusion of merit increases; annualization of mid-year changes; and the addition of extra help appropriation to fill the Chief Deputy Coroner position.

#### Services and Supplies

There is a net increase of \$39,740 in this expenditure category due to increased costs in contracts for pathology services and the replacement of desktop computers through a lease agreement.

#### Other Charges

There is a net increase of \$28,246 in this expenditure category due to increased costs in rent and vehicle replacement and maintenance with the addition of a new vehicle for the additional Chief Deputy Coroner position. This increase includes services charges from other departments including automation, phones, rent, and insurance.

#### Fixed Assets

There is an increase of \$10,000 in this expenditure category due for the purchase of a server that will replace the existing server that has reached the end of its useful life.

#### Contingencies and Departmental Reserves

There is an increase of \$116,513 in this expenditure category due to projected savings. The balance in Reserves represents 7.3% of Net Appropriations, which exceeds the 2% Reserves policy by \$151,805.

### NET COUNTY COST

There is an increase of \$167,122 or 8.8% in this Department's General Fund allocation. This increase is due to negotiated labor increases, contract services and the addition of extra help appropriation for the Chief Deputy Coroner position.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources are unchanged from the FY 2008-09 to the FY 2009-10 Adopted Budget.

### TOTAL REQUIREMENTS

Total Requirements increased by \$23,672 or .08% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a increase of \$56,975 in this expenditure category due negotiated labor increases and inclusion of merit increases.

Contingencies and Departmental Reserves

There is a decrease of \$33,303 in this expenditure category. The balance in Reserves represents 6.0% of Net Appropriations, which meets the required policy.

**NET COUNTY COST**

There is a increase of \$23,672 or 1.0% in this Department's General Fund allocation. This increase is due to merit increases and negotiated labor increases.

## Coroner's Office (3300B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0
 Total Requirements	2,680,034	2,701,479	2,769,307	3,073,542	304,235	3,097,214
Total Sources	876,957	868,777	882,828	1,019,941	137,113	1,019,941
Net County Cost	1,803,077	1,832,702	1,886,479	2,053,601	167,122	2,077,273

**NCC Breakdown**

Mandated Services			1,886,479	2,053,601	167,122	2,077,273
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**Discretionary Net County Cost**

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,053,601 or 66.8%, of which 100% is mandated services with no specified maintenance-of-effort (MOE) requirements.

**FY 2008-09 Program Funding Adjustments**

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid year position changes; and increases in the following: equipment leases, contracts for pathology services; Extra Help at a Chief Deputy Coroner level; and an increase for the replacement of the server. Increases have been partially offset with anticipated revenue from fee increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
20,600	187,722	0	0	167,122	0

**2. Adjustments to Fund Balance**

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases. Reserves have been reduced to partially offset increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
116,513	0	0	116,513	0	0

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
137,113	187,722	0	116,513	167,122	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases. Reserves have been reduced to partially offset increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	56,975	0	(33,303)	23,672	0

# *Community Services*

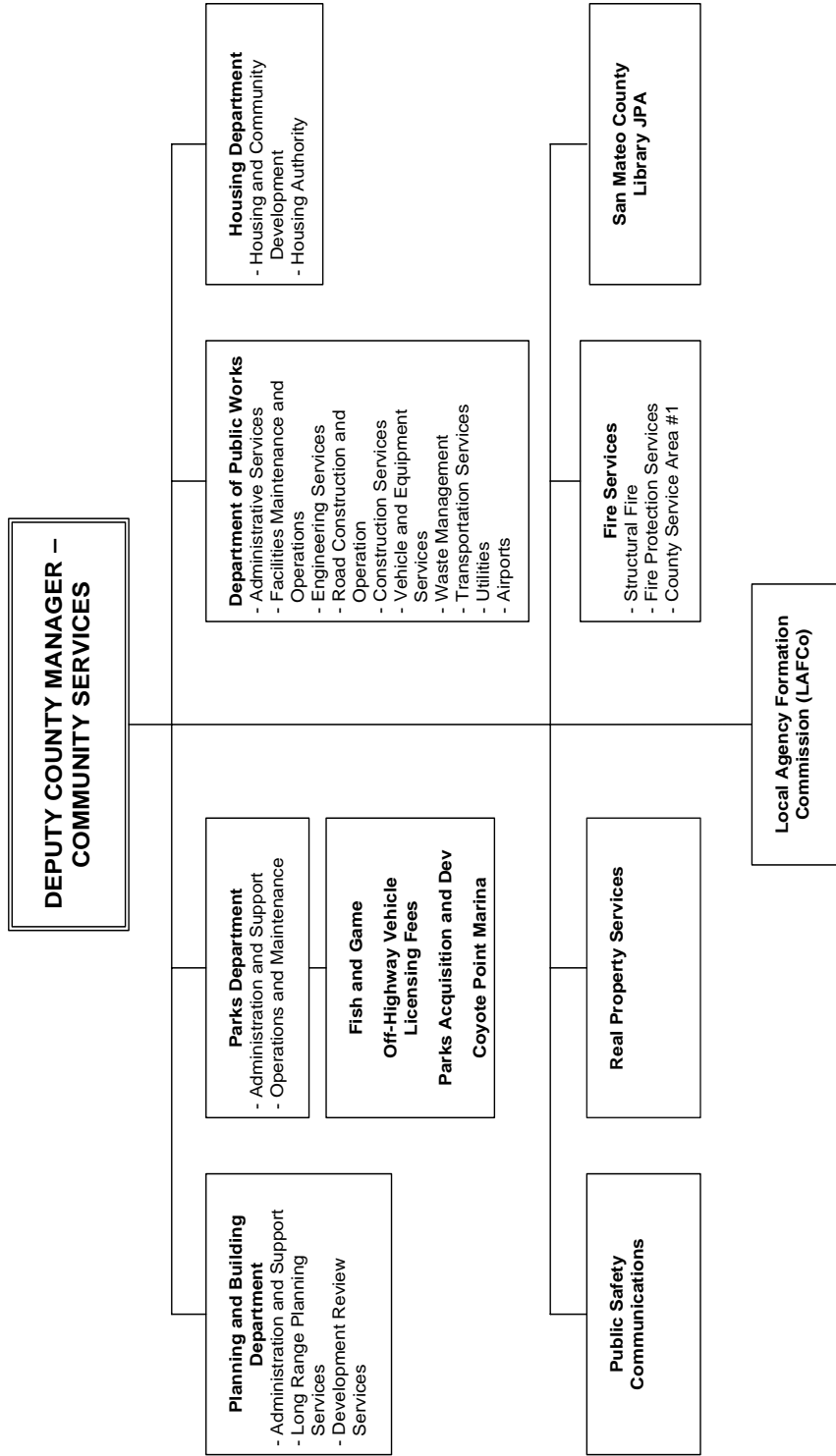


*Adopted Budget  
FY 2008-09  
FY 2009-10*



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 2008-09 and 2009-10 All Funds Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>General Fund Budgets</b>						
Real Property Services	2,978,334	2,644,291	2,906,650	2,839,164	(67,486)	2,782,312
Public Safety Communications	7,439,376	8,507,676	8,986,323	8,794,459	(191,864)	8,926,178
Environmental Services Administration	307,265	(105)				
Fire Protection Services	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435
Local Agency Formation Commission	182,434	264,858	289,481	309,213	19,732	311,303
Planning and Building	12,336,467	11,901,625	14,005,064	13,542,627	(462,437)	12,275,139
Parks Department	8,012,765	8,509,978	8,730,980	8,640,950	(90,030)	8,808,634
Public Works-General Fund	18,846,125	19,258,330	19,586,247	20,998,797	1,412,550	21,080,647
Housing and Community Development	11,396,563	9,968,472	12,998,286	8,977,073	(4,021,213)	8,977,073
<b>Total General Fund</b>	<b>67,416,017</b>	<b>67,220,461</b>	<b>73,393,877</b>	<b>70,310,175</b>	<b>(3,083,702)</b>	<b>69,058,721</b>
<b>Non-General Fund Budgets</b>						
Structural Fire	6,083,210	6,377,938	6,188,167	6,798,597	610,430	6,865,670
County Service Area #1	2,813,349	3,002,625	3,019,231	3,252,170	232,939	3,428,266
County Library	25,962,759	27,466,664	25,361,363	28,581,998	3,220,635	28,436,601
Fish and Game	85,657	80,552	83,721	82,142	(1,579)	74,722
Off-Highway Vehicle License Fees	283,823	231,990	230,043	207,164	(22,879)	179,103
Parks Acquisition and Development	4,058,475	5,334,400	4,399,073	7,058,545	2,659,472	5,164,006
Coyote Point Marina	2,586,415	2,018,253	3,785,504	2,605,194	(1,180,310)	4,072,120
Road Construction and Operations	27,858,091	27,217,506	31,781,428	44,044,675	12,263,247	32,726,645
Construction Services	4,253,382	4,316,169	5,066,368	4,894,015	(172,353)	5,005,152
Vehicle and Equipment Services	13,361,323	15,503,381	13,042,250	11,945,268	(1,096,982)	10,888,309
Waste Management	14,581,304	12,290,478	12,153,809	12,564,341	410,532	8,881,919
Transportation Services	2,957,175	2,263,748	2,278,209	2,586,772	308,563	2,755,763
Utilities	41,652,464	48,419,112	46,008,301	51,133,675	5,125,374	42,929,044
Airports	7,473,866	9,440,471	14,047,764	5,697,825	(8,349,939)	2,641,816
<b>Total Non-General Fund</b>	<b>154,011,294</b>	<b>163,963,287</b>	<b>167,445,231</b>	<b>181,452,381</b>	<b>14,007,150</b>	<b>154,049,136</b>
<b>Total Requirements</b>	<b>221,427,311</b>	<b>231,183,748</b>	<b>240,839,108</b>	<b>251,762,556</b>	<b>10,923,448</b>	<b>223,107,857</b>
<b>Total Sources</b>	<b>211,069,585</b>	<b>222,077,073</b>	<b>230,076,676</b>	<b>240,040,404</b>	<b>9,963,728</b>	<b>212,199,983</b>
<b>Net County Cost</b>	<b>10,357,727</b>	<b>9,106,674</b>	<b>10,762,432</b>	<b>11,722,152</b>	<b>959,720</b>	<b>10,907,874</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	651.0	662.0	662.0	664.0	2.0	664.0
Funded FTE	633.0	640.6	640.6	642.5	1.9	642.5

#### FOR INFORMATION ONLY:

Housing Authority	66,487,771	65,083,948	62,972,789	68,369,275	5,396,486	68,369,275
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## Real Property Services (1220B)

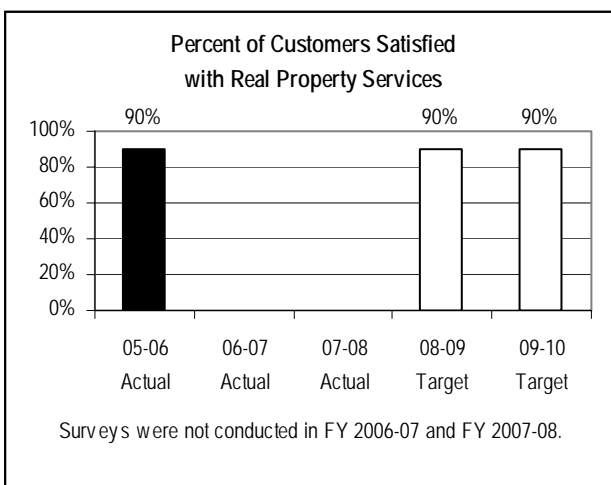
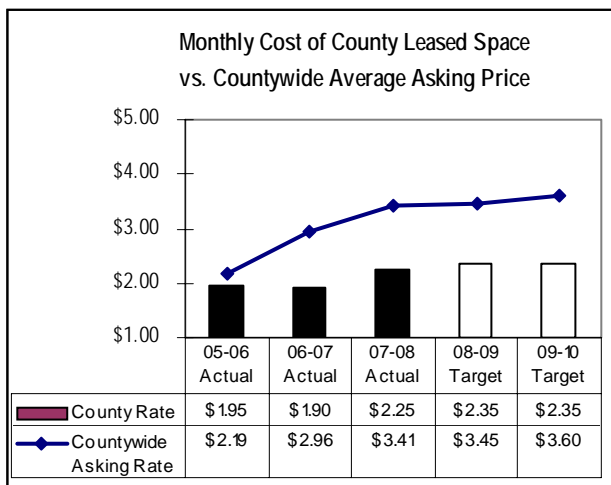
### Program Locator

#### County

#### Community Services

- ▷ **Real Property Services**
  - Public Safety Communications
  - Fire Services
  - Local Agency Formation Commission
  - Planning and Building Department
  - Parks Department
  - Department of Public Works
  - Department of Housing

### Headline Measures



### Program Outcome Statement

Real Property Services serves County departments and other agencies efficiently and effectively by managing leased space and providing right of way acquisition services.

### Services and Accomplishments

Real Property Services, a unit of the County Manager's Office, contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by 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:

- Closed escrow on sites for the construction of a new office building at County Center in Redwood City
- Managed the construction of leasehold improvements for consolidation of the Health Department functions in San Mateo
- Hosted a series of community workshops in North Fair Oaks as a first step in shaping the future of this unincorporated community
- Acquired property for the housing of Emancipated Foster Youth in South San Francisco
- Negotiated a long-term lease extension for the headquarters of the Human Services Agency

### Story Behind Performance

During FY 2007-08, asking rates for office space countywide have escalated significantly although vacancy rates have stabilized. Contractually scheduled escalations have recently increased the County's average annual leased rental rate from \$23.76 to \$25.32, which is lower than the countywide asking rate of \$39.96. As leases expire, staff continues to pursue long-term leases to ensure stable occupancy and favorable rates in the current market.

### 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 identify a site and negotiate a long-term lease for the North Fair Oaks Medical Clinic
- To identify and acquire a site for the construction of a new jail facility
- To secure flexible long-term leases at or below market rate

### Program Objectives

Real Property Services will meet performance targets by doing the following:

#### Maintain Annual Leased Space Costs at \$39.96 or Lower

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

#### Maintain an Overall Customer Satisfaction Rate of at Least 90%

- Distribute surveys to Real Property Services customers
- Collect and analyze data to determine how to serve customers more efficiently

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of leases managed					
- County tenant	72	65	64	68	70
- County landlord	118	116	121	114	115
Area of County tenant leased space managed (sq. ft.)	469,057	575,369	535,467	530,000	530,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Monthly cost per square foot:					
- County leased space	\$1.95	\$1.90	\$2.25	\$2.35	\$2.35
- Countywide average market rate	\$2.19	\$2.96	\$3.41	\$3.45	\$3.60
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of customers rating service good or better <sup>(1)</sup>	90%	---	---	90%	90%

<sup>(1)</sup> Customer satisfaction surveys were not distributed in FY 2006-07 and FY 2007-08. Surveys will be distributed in FY 2008-09.

## Real Property Services (1220B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Salary Resolution</b>	3.0	4.0	4.0	4.0		4.0
<b>Funded FTE</b>	3.0	4.0	4.0	4.0		4.0
<b>Total Requirements</b>	2,978,334	2,644,291	2,906,650	2,839,164	(67,486)	2,782,312
<b>Total Sources</b>	2,962,811	2,670,241	2,906,650	2,839,164	(67,486)	2,782,312
<b>Net County Cost</b>	15,522	(25,950)				

### Discretionary Net County Cost

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

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in leases and a reduction in reimbursement revenue. Lease increases are fully offset with an increase in reimbursements from other departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(23,066)	349,151	(372,217)	0	0	0

**2. Administrative Assistant II**

A vacant Administrative Assistant I position has been upgraded to an Administrative Assistant II position to perform high level administrative support tasks including budget development and monitoring, data tracking and analysis, performance monitoring, contract development and monitoring, and a wide range of written correspondence. These tasks are currently completed by a Real Property Agent. This position will allow Real Property Agents to provide better customer service by spending more time working with departments. More time will also be spent on various real property special projects that generate additional revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(85,409)	85,409	0	0	(1)
0	105,441	(105,441)	0	0	1

**3. Leased Facility Reimbursements**

Revenue has been reduced and Intrafund Transfers have been increased to ensure that facility lease payments received from Housing and Community Development are booked properly.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(116,272)	0	(116,272)	0	0	0

**4. Adjustment to Fund Balance**

Additional Fund Balance generated in FY 2007-08 and will be used for one-time expenditures for completion of anticipated projects and the remainder will be set aside in reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
71,852	56,852	0	15,000	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(67,486)	426,035	(508,521)	15,000	0	0

**FY 2009–10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increase and an increase in reimbursements from other departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,353	(10,353)	0	0	0

**6. Adjustment to Fund Balance**

One-time Fund Balance and completed projects has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(56,852)	(56,852)	0	0	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(56,852)	(46,499)	(10,353)	0	0	0

Real Property Services (1220B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	258,610	229,384	361,041	250,213	(110,828)	250,213
Charges for Services	106,492	31,620	50,000	50,000		50,000
Interfund Revenue	2,440,773	2,343,961	2,444,897	2,416,387	(28,510)	2,416,387
Miscellaneous Revenue	20,136	14,564				
<b>Total Revenue</b>	<b>2,826,011</b>	<b>2,619,529</b>	<b>2,855,938</b>	<b>2,716,600</b>	<b>(139,338)</b>	<b>2,716,600</b>
Fund Balance	136,800	50,712	50,712	122,564	71,852	65,712
<b>TOTAL SOURCES</b>	<b>2,962,811</b>	<b>2,670,241</b>	<b>2,906,650</b>	<b>2,839,164</b>	<b>(67,486)</b>	<b>2,782,312</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	614,925	449,996	535,168	579,032	43,864	589,385
Services and Supplies	99,177	8,056	215,823	272,675	56,852	215,823
Other Charges	11,464,003	13,899,015	13,205,566	13,530,885	325,319	13,530,885
<b>Gross Appropriations</b>	<b>12,178,104</b>	<b>14,357,067</b>	<b>13,956,557</b>	<b>14,382,592</b>	<b>426,035</b>	<b>14,336,093</b>
Intrafund Transfers	(9,237,867)	(11,763,488)	(11,100,619)	(11,609,140)	(508,521)	(11,619,493)
<b>Net Appropriations</b>	<b>2,940,238</b>	<b>2,593,579</b>	<b>2,855,938</b>	<b>2,773,452</b>	<b>(82,486)</b>	<b>2,716,600</b>
Contingencies/Dept Reserves	38,096	50,712	50,712	65,712	15,000	65,712
<b>TOTAL REQUIREMENTS</b>	<b>2,978,334</b>	<b>2,644,291</b>	<b>2,906,650</b>	<b>2,839,164</b>	<b>(67,486)</b>	<b>2,782,312</b>
<b>NET COUNTY COST</b>	<b>15,522</b>	<b>(25,950)</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	4.0	4.0	4.0		4.0
Funded FTE	3.0	4.0	4.0	4.0		4.0

## Public Safety Communications (1240B)

### Program Locator

#### County

##### Community Services

##### Real Property Services

#### ► Public Safety Communications

##### Fire Services

##### Local Agency Formation Commission

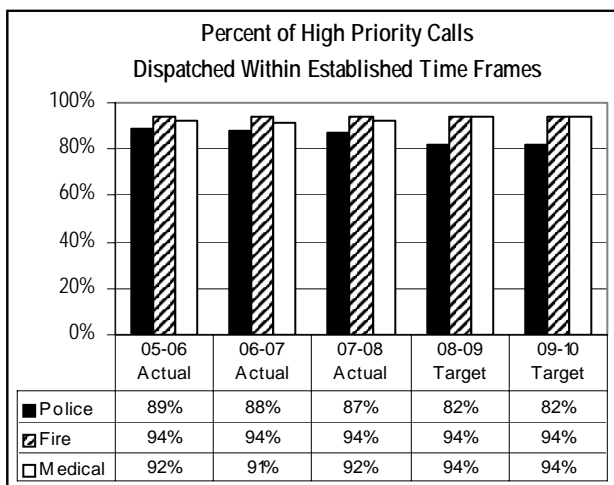
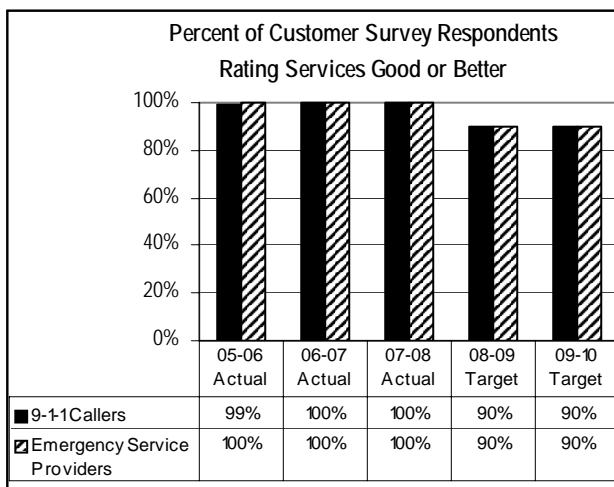
##### Planning and Building Department

##### Parks Department

##### Department of Public Works

##### Department of 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 Communications (PSC), a unit of the County Manager's Office, primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Health and Safety For All by providing communications and dispatching services for fire, police or emergency medical services and numerous County Departments and Agencies.

The following are major accomplishments in the current year:

- Implemented wireless 9-1-1 telephone and mapping technology
- Redesigned dispatch center console configuration to accommodate wireless 9-1-1 mapping and custom customer requested technologies, which included countywide law enforcement tracking system for bank robberies and Shotspotter in East Palo Alto
- Implemented SMART 911 pilot program, which enabled Dispatchers to utilize subscriber premise information when 9-1-1 is accessed
- Participated in a study focusing on Emergency Medical Services (EMS) Best Practices in EMS dispatch services and Computer Aided Dispatch capabilities in preparation for the new contract for ambulance transport services
- Conducted and participated in a study focusing on recruitment and retention at PSC
- Funded and participated in a study focusing on design and redundancy in PSC mission critical technology, integration and connectivity
- Dispatched an Incident Dispatcher to the Southern California Fires as part of a mutual aid request from the State of California
- Collaborated with the Information Services Department Radio Shop personnel to explore funding from Federal Homeland Security grants to equip the proposed law enforcement back-up dispatch center
- Migrated to a new Management Information reporting System (MIS) providing customers with customized statistical reports
- Implemented a digital recording device in order to reproduce 9-1-1 telephone and radio calls for customers such as the District Attorney's Office, law enforcement, fire services and outside attorneys
- Published CARES surveys to include spanish-speaking callers

### Story Behind Performance

Customers consistently rate the services provided by PSC as good or better. Current year survey results reflect a 100% rating from 9-1-1 callers and emergency services providers. PSC's high customer satisfaction rating is primarily due to the high quality of training provided to Dispatchers and professional staff. In addition, excellent customer service ratings are due to PSC's ability to simultaneously dispatch fire, police and medical calls to a single incident resulting in real-time coordination of all resources from the time of dispatch through the end of the incident. This is particularly important during

multi-causality incidents, large-scale incidents and violent or serious injury calls warranting multiple resources as ordered by a single Incident Commander in charge of all disciplines of public safety at the incident. Call volumes dramatically increased in FY2006-07 from the previous year. Total telephone calls received rose by 7.5%, while emergency calls dispatched increased by 6% with no added staff.

The Dispatch Center projects to handle over 665,000 calls in the upcoming fiscal year, of which 10% is projected to be high priority or emergency calls. The new 9-1-1 telephone hardware will facilitate an increase in call volume due to the capability of receiving wireless or cell phone calls. Preliminary reports indicate that the increase could be as high as 35%. Staff will analyze the wireless call volume to determine the impact to existing call processing times and staffing.

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

- To maintain existing call processing standards while acclimating to new wireless 9-1-1 telephone hardware and mapping and its projected call volume increase
- To enhance collaboration with PSC customers in order to meet their needs when integrating customized technology into the Dispatch Center

**Program Objectives**

The Public Safety Communications Program will meet performance targets by doing the following:

Process 82% of High Priority Police Calls and 94% of High Priority Fire Calls and 94% of High Priority Medical Calls Within Established Time Frames

- Process calls for service using the new telephone system with wireless 9-1-1 capabilities and digital mapping hardware
- Continue to participate in the implementation of Phase 1 of a countywide fire service radio update
- Re-certify as an accredited Center of Excellence in Emergency Medical Dispatch
- Develop a Youth Intern Program, as part of a long-term recruitment strategy in order to keep the Dispatch Center at full staffing levels

Achieve Customer Satisfaction Ratings of at Least 90%

- Enhance radio capabilities at the countywide Gang Task Force (GTF) dispatch workstation in San Mateo in order to provide improved coordination and communication between the GTF (PSC) dispatcher and local cities where GTF teams are located when deployed, resulting in an increased level of officer safety, unit tracking and coordination of emergency services
- Develop a deployment plan that would enhance existing contingency deployment plans utilized in high call volume periods, during severe weather
- Conduct research and development for the possible integration of new automated station alerting equipment and mobile data software, as requested by the San Mateo County Fire Service
- Collaborate with police, fire and medical services on a proposed countywide Automatic Vehicle Locator System which would be integrated to the Computer Aided Dispatch system

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Total number of calls received	563,922	609,882	671,603	665,000	680,000
Total number of all calls processed annually by category of:					
- Emergency	73,138	77,691	82,342	85,000	85,000
- Non-Emergency	490,784	532,191	562,927	565,000	565,000
- Wireless (data development)	---	---	---	15,000	30,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating overall services good or better:					
- By 911 callers	99%	100%	100%	90%	90%
- By emergency service providers	100%	100%	100%	90%	90%
Percent of customers rating the Computer Aided Dispatch (CAD) system performance and functionality good or better	---	---	---	90%	90%
Percent of trainees successfully completing entry-level training	---	---	---	95%	95%
Percent of annual employee turnover as compared to the national average	---	---	---	15%	15%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of high priority calls dispatched within established time frames:					
- Police <sup>(1)</sup>	89%	88%	87%	82%	82%
- Fire	94%	94%	94%	94%	94%
- Medical	92%	91%	92%	94%	94%

<sup>(1)</sup> Police call processing targets are reduced to 82% anticipating an increase of wireless 9-1-1 call volume, a large percentage of which may result in receiving calls on the same incident from multiple callers previously screened by CHP; re-routing misdirected calls to the correct first responder agency; or re-contacting reporting parties who place unintentional or accidental calls.



## Public Safety Communications (1240B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	58.0	58.0	58.0	58.0		58.0
Funded FTE	56.0	56.0	56.0	56.2	0.2	56.2
 Total Requirements	7,439,376	8,507,676	8,986,323	8,794,459	(191,864)	8,926,178
Total Sources	6,428,516	6,922,824	7,316,212	6,890,403	(425,809)	7,000,922
Net County Cost	1,010,860	1,584,852	1,670,111	1,904,056	233,945	1,925,256
 NCC Breakdown						
Proposition 172 MOE				77,892	77,892	73,549
A-87 Cost Plan			21,722	21,047	(675)	21,047
Mandated Services			1,648,389	1,805,117	156,728	1,830,660

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,904,056 or 21.6%, of which 100% is Mandated Services with no specified maintenance of effort (MOE). The County's budget for all Public Safety services exceeds the Public Safety Sales Tax MOE by \$110.4 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; elimination of one-time costs associated with the Wireless 9-1-1 System and replacement of the 9-1-1 tape reproduction machine; reduction in contract services for the Communications Dispatch recruitment and retention, and technology redundancy studies and management contract with Daly City; computer replacement and software licenses have been increased to accommodate new software; slight increase in Intrafund Transfers due to reimbursements from departments for Message Switch activities and increase in alarm services customers; additional appropriations have been allocated for a kitchen remodel and electrical upgrade; and the Net County Cost has increased to reflect labor increases and a reduction in Proposition 172 funds, partially offset by increase in contract services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(455,013)	(283,932)	(4,952)	67,816	233,945	0

#### 2. Motorola Console

Public Safety Communications will purchase and install a Motorola Gold Elite console for the Gang Task Force (GTF) office. The Motorola Gold Elite is a computer-driven touch screen radio controller that will be programmed with all the police frequencies in the county to assist the GTF Dispatcher in coordinating the response of local police units when an incident is in-progress including GTF units. The GTF dispatcher will

have the ability to monitor and transmit on all police primaries when the GTF units are in cities and confronting high-risk situations. Expenditures will be fully offset with revenue received by a GTF grant from the State.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
45,000	45,000	0	0	0	0

### 3. Adjustment to Fund Balance

Fund Balance has been reduced to reflect FY 2007-08 year-end actuals, offset by a reduction in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(15,796)	0	0	(15,796)	0	0

#### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(425,809)	(238,932)	(4,952)	52,020	233,945	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; elimination of one-time equipment purchases including the Motorola console; computer replacement and software licenses have been increased to accommodate new software; and the Net County Cost has increased to reflect labor increases, partially offset by Proposition 172 funds and increase in contract services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
110,519	131,719	0	0	21,200	0

Public Safety Communications (1240B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	2,584,901	2,540,786	2,977,439	2,662,439	(315,000)	2,669,788
Charges for Services	3,702,805	3,743,090	3,671,864	3,838,190	166,326	3,941,360
Interfund Revenue	21,202	10,071	22,979	7,785	(15,194)	7,785
Miscellaneous Revenue	119,608	103,946	119,000	106,000	(13,000)	106,000
<b>Total Revenue</b>	<b>6,428,516</b>	<b>6,397,894</b>	<b>6,791,282</b>	<b>6,614,414</b>	<b>(176,868)</b>	<b>6,724,933</b>
Fund Balance		524,930	524,930	275,989	(248,941)	275,989
<b>TOTAL SOURCES</b>	<b>6,428,516</b>	<b>6,922,824</b>	<b>7,316,212</b>	<b>6,890,403</b>	<b>(425,809)</b>	<b>7,000,922</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,787,760	7,488,230	7,419,825	7,631,440	211,615	7,778,537
Services and Supplies	394,113	485,484	489,393	550,308	60,915	567,581
Other Charges	416,506	460,377	434,793	446,331	11,538	458,680
Fixed Assets		5,233	568,000	45,000	(523,000)	
<b>Gross Appropriations</b>	<b>7,598,379</b>	<b>8,439,324</b>	<b>8,912,011</b>	<b>8,673,079</b>	<b>(238,932)</b>	<b>8,804,798</b>
Intrafund Transfers	(159,003)	(155,617)	(149,657)	(154,609)	(4,952)	(154,609)
<b>Net Appropriations</b>	<b>7,439,376</b>	<b>8,283,707</b>	<b>8,762,354</b>	<b>8,518,470</b>	<b>(243,884)</b>	<b>8,650,189</b>
Contingencies/Dept Reserves		223,969	223,969	275,989	52,020	275,989
<b>TOTAL REQUIREMENTS</b>	<b>7,439,376</b>	<b>8,507,676</b>	<b>8,986,323</b>	<b>8,794,459</b>	<b>(191,864)</b>	<b>8,926,178</b>
<b>NET COUNTY COST</b>	<b>1,010,860</b>	<b>1,584,852</b>	<b>1,670,111</b>	<b>1,904,056</b>	<b>233,945</b>	<b>1,925,256</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	58.0	58.0	58.0	58.0		58.0
Funded FTE	56.0	56.0	56.0	56.2	0.2	56.2

## Structural Fire (3550B)

### Program Locator

County

Community Services

Fire Services

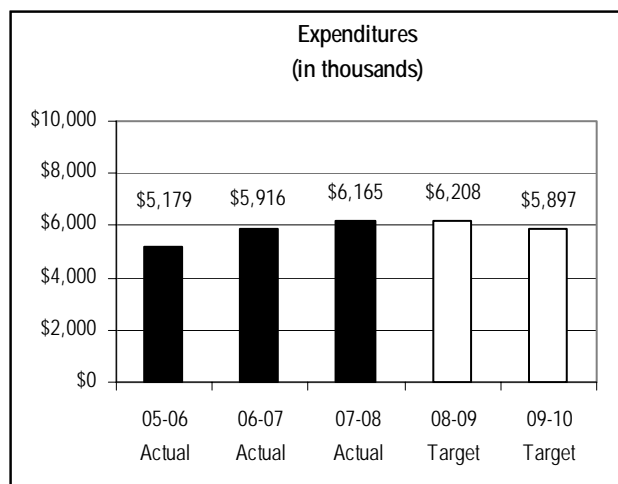
▷ **Structural Fire**

Fire Protection Services

County Service Area #1

### 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 unincorporated parcels in the County Fire Protection District, which includes all land outside city and other fire district boundaries.



### Discretionary 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: an increase in equipment costs and an increase in unsecured

property tax revenue. Fund Balance as a result of savings in the prior year has been set aside in Reserves.

Revenue/Sources	384,119
Appropriations	6,589
Intrafund Transfers	0
Reserves	377,530
Net County Cost	0
Positions	0

#### 2. San Mateo County Extrication Grant

The San Mateo County Fire Department has been awarded a grant from the State of California Office of Traffic Safety to replace all extrication equipment and replace a rescue vehicle. The equipment will be used within the communities of Pescadero, Woodside, San Mateo, Redwood City, and La Honda. Equipment will respond to a variety of traffic accidents, rescues, and medical emergencies along State Highways 1, 35, 84, 92 and 280. Grant revenue will be received by the Structural Fire Fund and transferred to Fire Protection Services for the purchase of the vehicle and equipment.

Revenue/Sources	310,457
Appropriations	310,457
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

#### 3. Adjustment to Fund Balance

Reserves have been reduced to offset a reduction in Fund Balance.

Revenue/Sources	(84,147)
Appropriations	0
Intrafund Transfers	0
Reserves	(84,147)
Net County Cost	0
Positions	0

**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	610,429
Appropriations	317,046
Intrafund Transfers	0
Reserves	293,383
Net County Cost	0
Positions	0

**TOTAL FY 2009-10 FUNDING ADJUSTMENTS**

Revenue/Sources	67,073
Appropriations	(310,457)
Intrafund Transfers	0
Reserves	377,530
Net County Cost	0
Positions	0

**FY 2009–10 Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Fund Balance as a result of savings in FY 2008-09 has been set aside in Reserves.

Revenue/Sources	377,530
Appropriations	0
Intrafund Transfers	0
Reserves	377,530
Net County Cost	0
Positions	0

**5. San Mateo County Extrication Grant**

A one-time grant award from the State of California Office of Traffic Safety and equipment expenditure has been eliminated.

Revenue/Sources	(310,457)
Appropriations	(310,457)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Structural Fire (3550B)  
Structural Fire Protection Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	4,460,662	4,712,114	4,640,912	4,894,217	253,305	4,894,217
Use of Money and Property	110,322	97,256	32,000	32,000		32,000
Intergovernmental Revenues	38,368	48,382	39,748	39,748		39,748
Charges for Services	172,467	360,884	345,000	345,000		345,000
Interfund Revenue	940,178	915,000	915,000	915,000		915,000
Miscellaneous Revenue	194,705	77,794	49,000	359,457	310,457	49,000
<b>Total Revenue</b>	<b>5,916,703</b>	<b>6,211,430</b>	<b>6,021,660</b>	<b>6,585,422</b>	<b>563,762</b>	<b>6,274,965</b>
Fund Balance	166,507	166,507	166,507	213,175	46,668	590,705
<b>TOTAL SOURCES</b>	<b>6,083,210</b>	<b>6,377,937</b>	<b>6,188,167</b>	<b>6,798,597</b>	<b>610,430</b>	<b>6,865,670</b>
<b>REQUIREMENTS</b>						
Services and Supplies	5,916,703	6,164,763	5,890,846	6,207,892	317,046	5,897,435
<b>Net Appropriations</b>	<b>5,916,703</b>	<b>6,164,763</b>	<b>5,890,846</b>	<b>6,207,892</b>	<b>317,046</b>	<b>5,897,435</b>
Non-General Fund Reserves	166,507	213,175	297,321	590,705	293,384	968,235
<b>TOTAL REQUIREMENTS</b>	<b>6,083,210</b>	<b>6,377,938</b>	<b>6,188,167</b>	<b>6,798,597</b>	<b>610,430</b>	<b>6,865,670</b>

## Fire Protection Services (3580B)

### Program Locator

County

Community Services

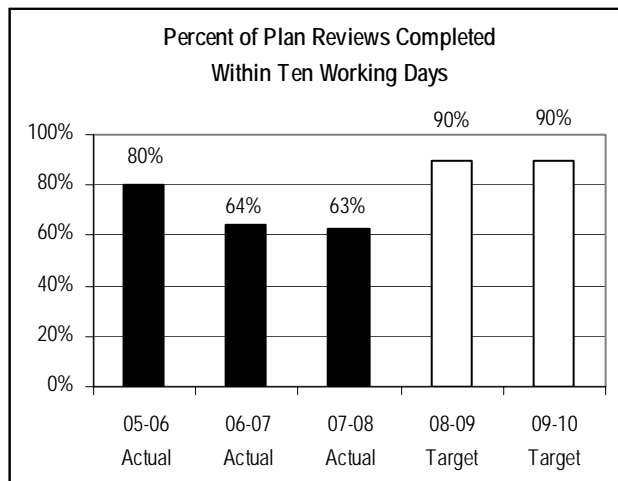
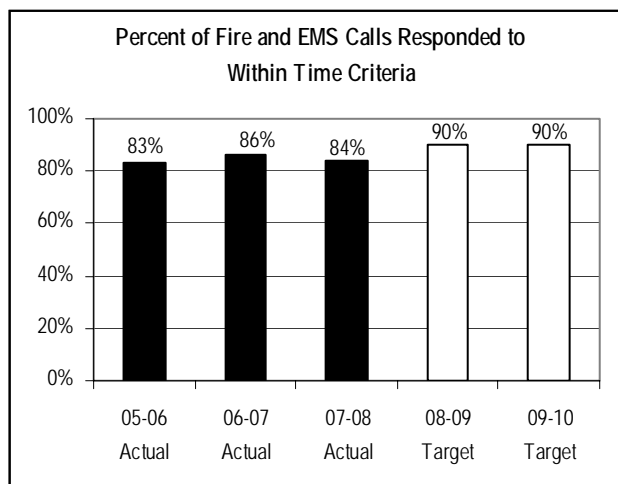
Fire Services

Structural Fire

► **Fire Protection Services**

County Service Area #1

### 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 CAL FIRE 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 three volunteer fire stations. Firefighters 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 County personnel fire stations: Pescadero, Skylonda, Cordilleras and the Belmont station located on Paul Scannell Drive.

The following are major accomplishments in the current year:

- Conducted approximately 1,325 Defensible Space Inspections on residential properties within the wildland interface zones of San Mateo County
- Conducted three vegetation management control burns in the Pescadero Highway 35 areas, treating over 600 acres
- Adopted the International Fire Code for the unincorporated area with County Fire jurisdiction
- Continue to provide over 2,000 hours of training on subjects such as fire control, emergency medical services, and hazardous materials and pump operations training

### Story Behind Performance

The County Fire Department responds to fire-related and other incidents within County Fire jurisdiction and other jurisdictions utilizing mutual aid agreements. The fire stations located at Pescadero, Skylonda, Cordilleras and the Belmont station located on Paul Scannell Drive and the volunteer fire stations at La Honda, Kings Mountain, and Loma Mar.

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 90% has been set as an achievable goal for FY 2008-09. There are two reasons for less than 100% accuracy

that impact the response time. The first can be attributed to back-to-back queuing and the second is the location of the emergency from the location of the fire station, both impacting the response time negatively.

The County Fire Department provides fire and life safety reviews of building plans submitted in the County. Reviews ensure compliance with local and state standards and that County residents are erecting structures that allow for citizen survivability in the event of an emergency. FY 2006-07 the total number of plans reviewed and checked were low due to the retirement of a County Fire Marshall resulting in a decrease in the percent of plan reviews completed within 10 working days. The International Fire Code was adopted in FY 2007-08, allowing for a standardization of codes within the County. Consequently, County Fire is in alignment with all other city fire departments and fire districts. County Fire Marshals continue to review plans expeditiously while working toward meeting the target of 90% completion within 10 working days of submittal of all required documents.

Since FY 2005-06 the funding mechanism for Fire Protection Services, the Structural Fire Fund, has been unable to generate revenue to completely fund County Fire services. This shortfall is primarily due to the unanticipated drop in unsecured tax revenues from the San Francisco Airport and subsequent lack of growth in secured property taxes from parcels located within the fire protection district. As a result, Reserves have been extinguished and General Fund support has been required to maintain the current level of service. County Fire staff continues to maintain and in many instances reduce costs as options to eliminate the structural deficit are explored. In addition, the current agreement with American Medical Response (AMR) for Advanced Life Support (ALS) services drastically underfunds the ALS program for County Fire and is set to expire June 2009. The Health Department has begun developing a Request For Proposals for ALS services and the resulting contract will attempt to adequately reimburse County Fire for its ALS activities.

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

- To develop ongoing revenue source to provide financial stability to the Structural Fire Fund
- To obtain funding for the long term vehicle/facility replacement plan
- To await for judicial decision concerning shared services with other fire agencies to help reduce operational costs
- To continue to work with the County and the Joint Powers Authority (JPA) to secure equitable funding for San Mateo County Fire for paramedic services
- To recruit and retain quality personnel

**Program Objectives**

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

Generate Revenue to Completely Fund County Fire Services

- Continue to explore grant opportunities

- Continue to identify cost savings
- Continue to explore new revenue through the efforts of the Board Finance of Operations Committee

Respond to at Least 90% all Fire and Emergency Medical Service (EMS) Calls Within Established Time Criteria

- Continue the upgrade of essential firefighting equipment, which will result in greater firefighter efficiency and effectiveness, thus reducing 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
- Assign adequate personnel to process reviews in a timely manner
- Streamline the process for customer utilization of the International Fire Code

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
- Modify the Customer Cares Survey to increase feedback responses

Continue to Improve Existing Facilities

- Continue to work within the County Facility Assessment recommendation by providing a comprehensive review of each facility, detailing and prioritizing repairs that must be completed
- Continue to meet with the Department of Public Works representatives to implement work requests



## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of calls responded to:					
- Fire-related incidents	153	154	185	175	175
- Other incidents	730	703	827	730	730
Number of plans reviewed and checked	485	235	364	325	325
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	83%	86%	84%	90%	90%
Percent of plan reviews completed within 10 working days of submittal of all required documents	80%	64%	63%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of fire related deaths and injuries	0	0	0	0	0
Percent of customer survey respondents rating Fire Protection Services good or better	---	100%	---	90%	90%

Fire Protection Services (3580B)  
Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Total Requirements</b>	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435
<b>Total Sources</b>	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435

## Discretionary Net County Cost

This program has no Net County Cost, however operations have been augmented by the General Fund for the past three fiscal years, including \$915,000 for FY 2008-09. Fire Protection Services is funded by revenue from the non-General Fund Structural Fire Protection Fund (3550B) and displayed as Interfund Revenue.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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 and Fire Protection (CAL FIRE) due to increased personnel and operating costs and an increase in Interfund Revenue from the Structural Fire Fund. Appropriation for two command vehicles purchased in FY 2007-08 has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,589	6,589	0	0	0	0

**2. San Mateo County Extrication Grant**

The San Mateo County Fire Department has been awarded a grant from the State of California Office of Traffic Safety to replace all extrication equipment and replace a rescue vehicle. The equipment will be within the communities of Pescadero, Woodside, San Mateo, Redwood City, and La Honda. Equipment will respond to a variety of traffic accidents, rescues, and medical emergencies along State Highways 1, 35, 84, 92 and 280. Grant revenue will be transferred from the Structural Fire Fund and appropriated accordingly.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
310,457	310,457	0	0	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
317,046	317,046	0	0	0	0

**FY 2009-10 Program Funding Adjustments****3. San Mateo County Extrication Grant**

A one-time grant award from the State of California Office of Traffic Safety and equipment expenditure has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(310,457)	(310,457)	0	0	0	0

Fire Protection Services (3580B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Interfund Revenue	5,916,688	6,164,763	5,890,846	6,207,892	317,046	5,897,435
Miscellaneous Revenue		573				
<b>Total Revenue</b>	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435
<b>TOTAL SOURCES</b>	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,548	108	1,552	1,552		1,552
Services and Supplies	5,676,995	5,909,447	5,592,994	5,706,329	113,335	5,706,329
Other Charges	187,805	198,579	196,300	189,554	(6,746)	189,554
Fixed Assets	50,340	57,202	100,000	310,457	210,457	
<b>Net Appropriations</b>	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435
<b>TOTAL REQUIREMENTS</b>	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435

## County Service Area #1 (3560B)

### Program Locator

#### County

#### Community Services

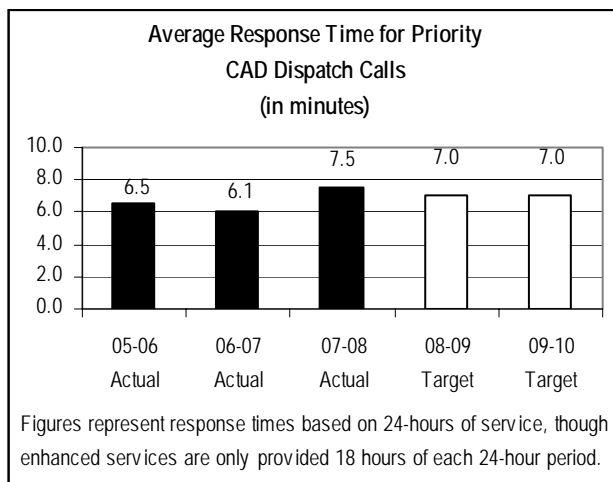
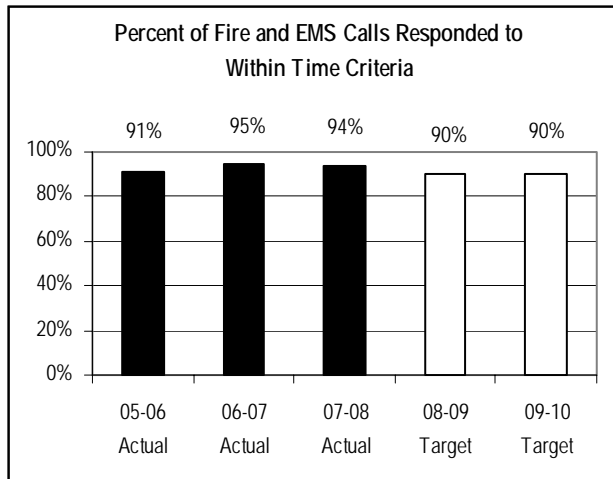
#### Fire Services

#### Structural Fire

#### Fire Protection Services

#### ▷ County Service Area #1

### 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 CAL FIRE firefighters 24-hours, seven days a week. CAL FIRE 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. Dedicated Sheriff's patrol coverage is provided on an 18-hour, seven day per week basis. Additionally Deputies work with community to provide crime prevention assistance and emergency response assistance.

The following are CAL FIRE major accomplishments in the current year:

- Prior to annual fire season, 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
- Continued to advise residents on such topics as smoke detectors, fire extinguishers, and other home related safety items
- Continued to work with local residents to stencil curbside addresses on sidewalks, which assists with the quick identification of addresses and helps to reduce response times
- Worked with the Highlands Recreation District, San Mateo Fire Safe Council, and CAL FIRE to remove hazardous vegetation and to establish perimeter clearances based on Public Resource Code guidelines.
- 

The following are Sheriff's Office major accomplishments in the current year:

- Successfully closed a gambling ring operation in a residential neighborhood that resulted in a reduction of traffic, parking issues and decrease in thefts reported
- 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
- Continued to participate in homeowner association meetings and provide information updates on a weekly basis for a regular column in the Highlands Newsletter

- Continued to assist school crossing guards and attend regularly meeting with school officials
- Provided Automatic External Defibrillation in area assigned patrol vehicles

### Story Behind Performance

Emergency response workload is measured by the number of calls for assistance and 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 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 these countywide standards, and a target of at least 90% has been set as an achievable goal.

Response times have stabilized 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. In FY 2007-08 the Sheriff's Office responded to two major events; the juvenile escape at the Youth Services Center and the apprehension of perpetrators in the gambling operations.

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

- To continue to explore a funding source for repair and renovation of the Belmont Fire Station
- To continue to maintain an efficient level of service for the community while carefully monitoring expenditures for Fire personnel and operating costs
- To continue 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 continue to respond to additional enforcement from the Youth Services Center Campus on Paul Scannell Drive adjacent to the Highlands

### Program Objectives

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 90% 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

- Update 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 7.0 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
- Continue to improve fire defense clearances surrounding the CSA #1 community.
- 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 and fire protection 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of calls responded to by County Fire:					
- Fire-related incidents	30	39	55	50	50
- Other incidents	217	208	242	200	200
Number of dispatched and self-initiated crime-related calls, incidents, and investigations by Sheriff's Office	1,850	1,865	1,503	1,600	1,165
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	91%	95%	94%	90%	90%
Average response time for Sheriff's priority CAD dispatch calls (in minutes)	6:50	6:10	7:50	7:00	7:00
Number of community meetings held with CSA #1 residents to establish service priorities	1	5	6	8	8
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Annual number of DOJ or CAD-reported significant crimes: <sup>(1)</sup>					
- CSA #1 (CAD-reported)	30	87	71	90	90
- San Mateo County (DOJ statistics)	24,704	20,136	17,818	18,000	18,000
Percent of customer survey respondents rating Fire Protection services good or better	0%	0%	0%	90%	90%
Percent of customer survey respondents rating Sheriff's services as good or better	99%	92%	96%	90%	90%

<sup>(1)</sup> Significant 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.

## County Service Area #1 (3560B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Total Requirements</b>	2,813,349	3,002,625	3,019,231	3,252,170	232,939	3,428,266
<b>Total Sources</b>	2,813,349	3,002,625	3,019,231	3,252,170	232,939	3,428,266

### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: an increase to the Sheriff's contract to cover increased personnel costs; a reduction in Fire Protection contract costs; miscellaneous adjustments to operating costs; and an increase in property tax revenue based on projections. Increased Fund Balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
232,939	12,028	0	220,911	0	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: an increase to the Sheriff's contract to cover increased personnel costs; removal of one-time purchases; and an increase in property tax revenue based on projections. Fund Balance generated in FY 2008-09 has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
176,096	11,500	0	164,596	0	0



County Service Area #1 (3560B)  
County Service Area #1 Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	1,809,729	1,929,646	1,967,657	2,011,935	44,278	2,103,984
Use of Money and Property	53,105	57,576	35,000	35,000		35,000
Intergovernmental Revenues	13,990	13,646	14,000	14,000		14,000
Charges for Services	92,183	92,183	93,000	93,000		93,000
<b>Total Revenue</b>	<b>1,969,006</b>	<b>2,093,050</b>	<b>2,109,657</b>	<b>2,153,935</b>	<b>44,278</b>	<b>2,245,984</b>
Fund Balance	844,343	909,575	909,574	1,098,235	188,661	1,182,282
<b>TOTAL SOURCES</b>	<b>2,813,349</b>	<b>3,002,625</b>	<b>3,019,231</b>	<b>3,252,170</b>	<b>232,939</b>	<b>3,428,266</b>
<b>REQUIREMENTS</b>						
Services and Supplies	1,903,721	1,864,681	2,032,667	2,041,189	8,522	2,056,189
Other Charges	53	68	193	199	6	199
Fixed Assets		39,641	25,000	28,500	3,500	25,000
<b>Net Appropriations</b>	<b>1,903,774</b>	<b>1,904,390</b>	<b>2,057,860</b>	<b>2,069,888</b>	<b>12,028</b>	<b>2,081,388</b>
Non-General Fund Reserves	909,575	1,098,235	961,371	1,182,282	220,911	1,346,878
<b>TOTAL REQUIREMENTS</b>	<b>2,813,349</b>	<b>3,002,625</b>	<b>3,019,231</b>	<b>3,252,170</b>	<b>232,939</b>	<b>3,428,266</b>

## Local Agency Formation Commission (3570B)

### Program Locator

#### County

##### Community Services

Real Property Services

Public Safety Communications

Fire Services

#### ► Local Agency Formation Commission

County Library

Planning and Building

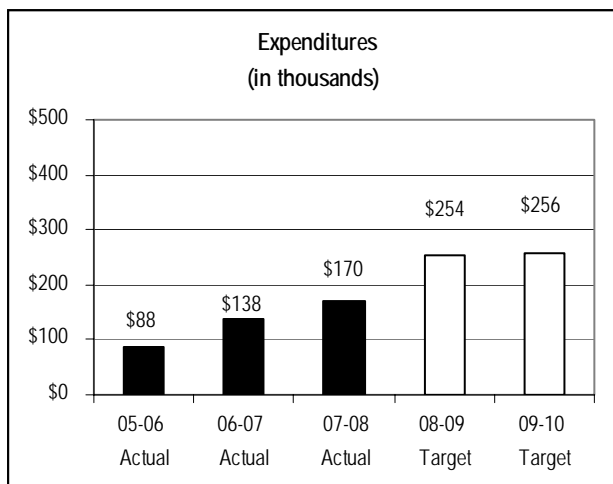
Parks Department

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.



### Discretionary Net County Cost

The portion of this Program's FY 2008-09 Adopted Budget which is funded by the General Fund is \$96,222, 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 Contributions budgeted in the County Manager's Office/Clerk of the Board Program.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases, miscellaneous increases to operating costs; an increase in Reserves; an increase in intrafund transfer for the County contribution to the LAFCo budget; and an increase in intergovernmental revenues for city and independent special district contributions to the LAFCo budget.

#### 2. Adjustment to Fund Balance

Revenue/Sources	266,503
Appropriations	349,810
Intrafund Transfers	(96,222)
Reserves	12,915
Net County Cost	0
Positions	0

Increased Fund Balance has been set aside in Reserves.

Revenue/Sources	42,710
Appropriations	0
Intrafund Transfers	0
Reserves	42,710
Net County Cost	0
Positions	0

### TOTAL FY 2008-09 FUNDING ADJUSTMENTS

Revenue/Sources	309,213
Appropriations	349,810
Intrafund Transfers	(96,22)
Reserves	55,625
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and County, city and special district shares have been increased to reflect increased appropriations.

Revenue/Sources	2,090
Appropriations	3,134
Intrafund Transfers	(1,044)
Reserves	0
Net County Cost	0
Positions	0

## Local Agency Formation Commission (3570B) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,265					
Intergovernmental Revenues	153,200	186,689	205,220	192,444	(12,776)	194,534
Charges for Services	21,634	19,068	25,000	25,000		25,000
Interfund Revenue			160	160		160
<b>Total Revenue</b>	<b>176,099</b>	<b>205,757</b>	<b>230,380</b>	<b>217,604</b>	<b>(12,776)</b>	<b>219,694</b>
Fund Balance	6,335	59,101	59,101	91,609	32,508	91,609
<b>TOTAL SOURCES</b>	<b>182,434</b>	<b>264,858</b>	<b>289,481</b>	<b>309,213</b>	<b>19,732</b>	<b>311,303</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	179,132	194,890	188,672	205,077	16,405	208,211
Services and Supplies	14,604	46,467	113,170	89,401	(23,769)	89,401
Other Charges	15,961	30,846	61,789	55,332	(6,457)	55,332
<b>Gross Appropriations</b>	<b>209,698</b>	<b>272,203</b>	<b>363,631</b>	<b>349,810</b>	<b>(13,821)</b>	<b>352,944</b>
Intrafund Transfers	(71,555)	(102,610)	(102,611)	(96,222)	6,389	(97,266)
<b>Net Appropriations</b>	<b>138,143</b>	<b>169,593</b>	<b>261,020</b>	<b>253,588</b>	<b>(7,432)</b>	<b>255,678</b>
Contingencies/Dept Reserves	44,291	95,265	28,461	55,625	27,164	55,625
<b>TOTAL REQUIREMENTS</b>	<b>182,434</b>	<b>264,858</b>	<b>289,481</b>	<b>309,213</b>	<b>19,732</b>	<b>311,303</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

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## County Library (3700B)

### Program Locator

#### County

#### Community Services

Real Property Services

Public Safety Communications

Fire Services

Local Agency Formation Commission

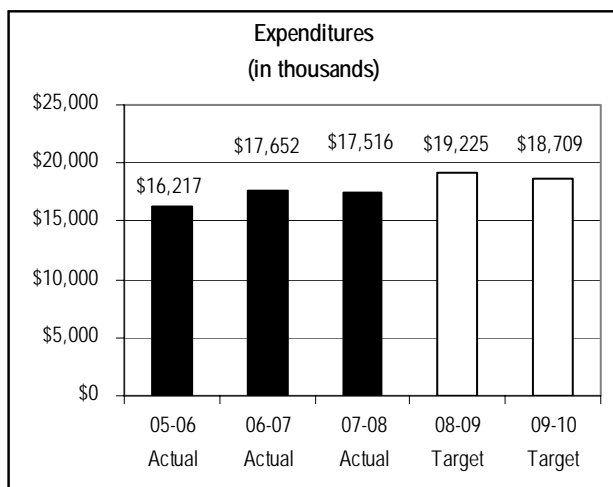
#### ► County Library

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 that connect diverse communities with information in a variety of formats that support individual growth and enrichment, build skills that assist in finding, evaluating and using information effectively, promote literacy for all ages, support current and continuing educational goals, and offer current materials of popular and recreational interest.

### Discretionary Net County Cost

The portion of this Program's FY 2008-09 Adopted Budget which is funded by the General Fund is \$150,158 or <1%, and represents the County's contribution. The General Fund contribution is displayed as Interfund Revenue and the expenditure is appropriated in the Memberships and Contributions budget in the County Manager's Office/Clerk of the Board Program budget. Library operations are primarily funded by property tax revenue from Library JPA member jurisdictions.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; deletion of one-time equipment and materials purchases; a decrease of support costs distributed to the branch libraries; modest adjustments to reflect average price increases in goods and services; and an increase in Reserves based on anticipated savings generated in the prior year. Budgeted revenue from secured property tax has been increased based on actual receipts in the current year and anticipated continued growth in prices and appraised property values; an increase in interest earnings on Reserves; adjustments in Fund Balance based on FY 2007-08 year end projections.

Revenue/Sources	1,403,904
Appropriations	(1,673,493)
Intrafund Transfers	404,802
Reserves	2,672,595
Net County Cost	0
Positions	0

#### 2. System Wide Equipment and Materials Purchases

One-time Education Revenue Augmentation Fund (ERAF) revenue and a portion of Reserves will be used for the purchase of equipment and materials that supports system wide goals of providing library users with convenient high quality service that maximizes the modern library experience including automated materials handling systems at the Foster City and Millbrae Branch libraries; additional children and adult collections and audio/digital materials; software enhancements to the public computers; and upgraded public and staff spaces that will allow for greater flexibility and efficiency.

Revenue/Sources	848,710
Appropriations	1,452,900
Intrafund Transfers	0
Reserves	(604,190)
Net County Cost	0
Positions	0

### 3. Librarian Staffing Adjustments

In order to improve customer service, increase flexibility and provide adequate staffing during peak library hours, two vacant full-time librarian positions have been deleted and four new part-time positions have been added for a net increase of two positions. Minor adjustments have been made to reflect updated cost-applied charges.

Revenue/Sources	41,704
Appropriations	20,088
Intrafund Transfers	10,808
Reserves	10,808
Net County Cost	0
Positions	2

### 4. Adjustment to Fund Balance

Fund Balance and Reserves have been adjusted based on year-end actuals from FY 2007-08.

Revenue/Sources	926,317
Appropriations	0
Intrafund Transfers	0
Reserves	926,317
Net County Cost	0
Positions	0

### TOTAL FY 2008-09 FUNDING ADJUSTMENTS

Revenue/Sources	3,220,635
Appropriations	(200,505)
Intrafund Transfers	415,610
Reserves	3,005,530
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and deletion of one-time equipment and materials purchases.

Revenue/Sources	(145,397)
Appropriations	(748,613)
Intrafund Transfers	232,812
Reserves	370,404
Net County Cost	0
Positions	0

County Library (3700B)  
County Library Fund

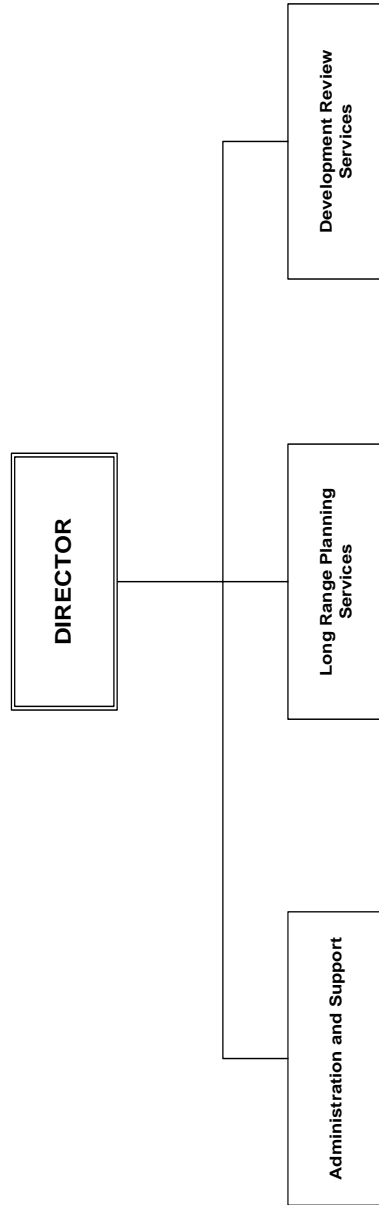
FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	15,700,266	16,770,972	15,034,524	16,473,874	1,439,350	16,340,164
Use of Money and Property	339,895	340,979	208,817	334,103	125,286	334,096
Intergovernmental Revenues	789,970	697,069	652,464	664,471	12,007	652,791
Charges for Services	666,756	722,505	608,000	643,000	35,000	643,000
Interfund Revenue	138,242	145,570	145,570	150,158	4,588	150,158
Miscellaneous Revenue	438,831	478,841	401,261	365,778	(35,483)	365,778
<b>Total Revenue</b>	<b>18,073,960</b>	<b>19,155,937</b>	<b>17,050,636</b>	<b>18,631,384</b>	<b>1,580,748</b>	<b>18,485,987</b>
Fund Balance	7,888,800	8,310,727	8,310,727	9,950,614	1,639,887	9,950,614
<b>TOTAL SOURCES</b>	<b>25,962,760</b>	<b>27,466,664</b>	<b>25,361,363</b>	<b>28,581,998</b>	<b>3,220,635</b>	<b>28,436,601</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	10,753,176	11,078,141	11,589,839	11,946,835	356,996	12,176,537
Services and Supplies	13,198,315	12,125,246	14,514,340	13,944,618	(569,722)	13,069,173
Other Charges	1,150,872	1,098,894	1,258,192	1,270,413	12,221	1,282,543
Fixed Assets	133,296	45,501	490,000	490,000		375,000
<b>Gross Appropriations</b>	<b>25,235,657</b>	<b>24,347,783</b>	<b>27,852,371</b>	<b>27,651,866</b>	<b>(200,505)</b>	<b>26,903,253</b>
Intrafund Transfers	(7,583,625)	(6,831,733)	(8,842,710)	(8,427,100)	415,610	(8,194,288)
<b>Net Appropriations</b>	<b>17,652,032</b>	<b>17,516,050</b>	<b>19,009,661</b>	<b>19,224,766</b>	<b>215,105</b>	<b>18,708,965</b>
Contingencies/Dept Reserves	7,460,727	9,000,314	5,401,402	5,060,132	(341,270)	5,592,536
Non-General Fund Reserves	850,000	950,300	950,300	4,297,100	3,346,800	4,135,100
<b>TOTAL REQUIREMENTS</b>	<b>25,962,759</b>	<b>27,466,664</b>	<b>25,361,363</b>	<b>28,581,998</b>	<b>3,220,635</b>	<b>28,436,601</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	128.0	128.0	128.0	130.0	2.0	130.0
Funded FTE	112.9	112.8	112.8	112.8	(0.1)	112.8

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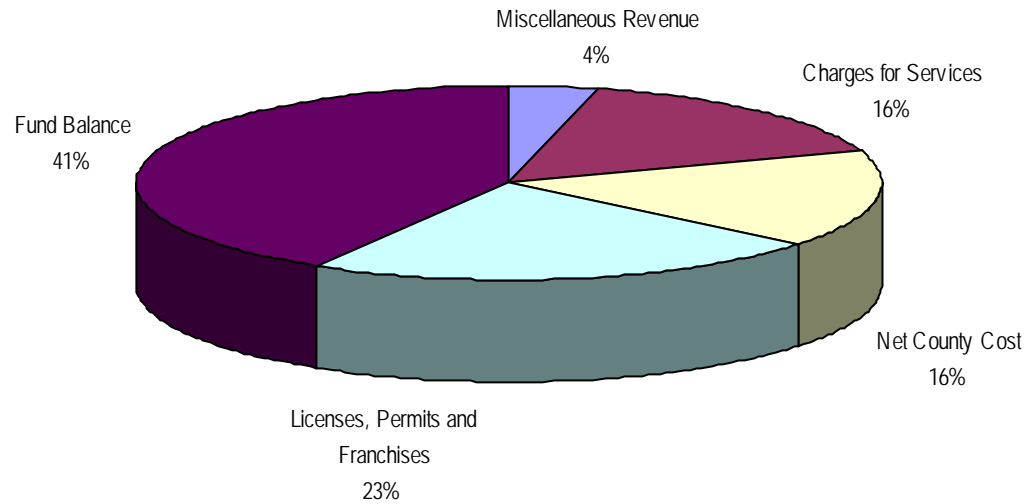


**PLANNING AND BUILDING**

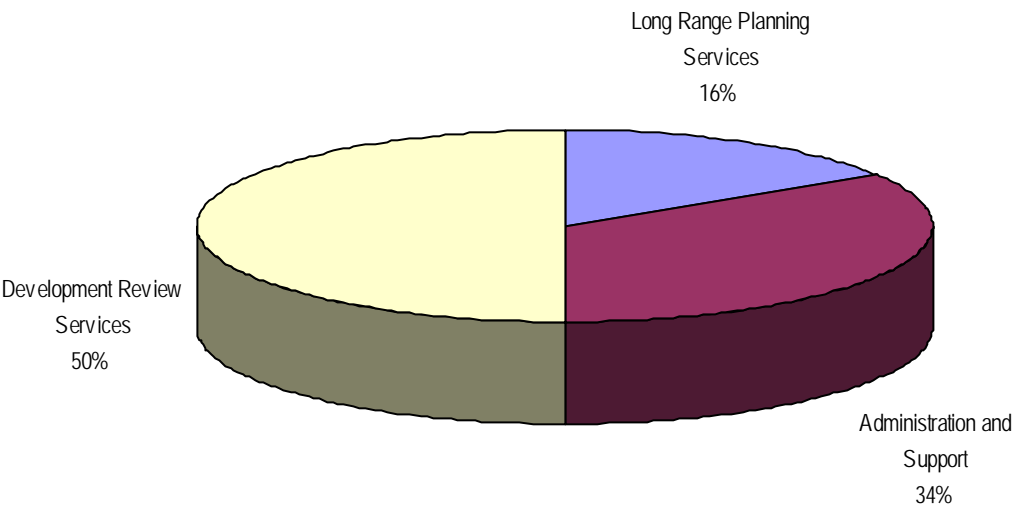


# Planning and Building

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements



## Department Locator

### County

#### Community Services

Real Property Services

Public Safety Communications

Fire Services

Local Agency Formation Commission

County Library

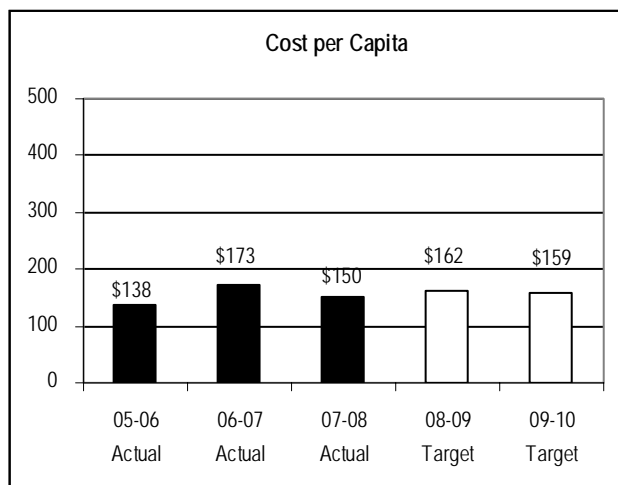
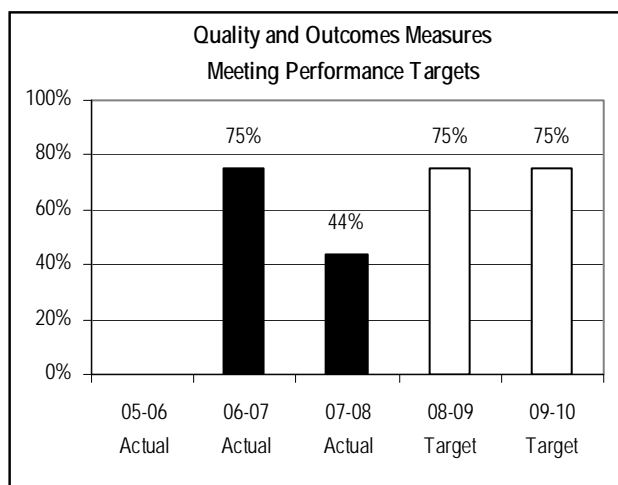
### ► Planning and Building Department

Parks Department

Department of Public Works

Department of Housing

## Department Measures



## Department Mission Statement

The Planning and Building Department serves the county and its communities by helping them to achieve a better future through the preparation and administration of land use plans and regulations and by ensuring development proposals conform with the applicable zoning and building requirements.

## Contributions to Shared Vision 2010 Goals (Fiscal Years 2000 – 2007)

### PEOPLE

#### Ensure Basic Health and Safety for All

- **Aircraft Noise Insulation Project**  
Completed Phase III of the Aircraft Noise Insulation Project that provided noise insulation for eligible properties and affected residents in the unincorporated Country Club Park neighborhood
- **Stormwater Pollution Control Program**  
Implemented the National Pollution Discharge Elimination System (NPDES) Stormwater Pollution Control Program to minimize significant sources of non-point pollution to local water bodies
- **Local Hazard Mitigation Plan**  
Completed the Local Hazard Mitigation Plan which provides strategies to reduce the potential loss of life, property damage and environmental degradation from natural disasters
- **Building Code Regulations Update Project**  
Concluded the Building Code update project that resulted in a revised set of county regulations governing the unincorporated areas

### PLACE

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

- **Midcoast Local Coastal Program**  
Completed the Midcoast Local Coastal Program update project that quantified growth potential and infrastructure capacity and aligned the rate of growth with development constraints in the urban mid-coast and submitted it for Coastal Commission certification

#### Offer a Full Range of Housing Choices

- **Housing Element Update**  
Completed the Housing Element update of the General Plan and an Inclusionary Housing Ordinance to maintain the quality of existing housing, identify sites for new housing and grant density bonuses for affordable housing
- **New Zoning Regulations Regarding House Size in Urban Areas**  
Prepared new zoning regulations for various unincorporated urban areas to control house size and improve the compatibility of commercial and industrial development

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

- **Countywide Transportation Plan**  
Developed extensive revisions to the Countywide Transportation Plan that included a "Smart Growth" land use component and

assisted in creating several programs for the Countywide Congestion Management Plan

- **North Fair Oaks Community Forums**

Conducted community meetings to obtain input from North Fair Oaks residents regarding planning, code compliance, and public service issues

## **PARTNERSHIPS**

### **Responsive, Effective and Collaborative Government**

- **General Plan Housing Element**

In conjunction with the State Department of Housing and Community Development, prepared the General Plan Housing Element, and collaborated with the County Department of Housing to implement key General Plan Housing Element policies

- **Local Hazard Mitigation Plan**

Coordinated with the Association of Bay Area Governments (ABAG) in the preparation of the Local Hazard Mitigation Plan and Housing Needs Assessment projects

- **Improved Performance of Service and Accessibility to the Public**

Enhanced the level and performance of service to the public by hiring more staff, returning to a five-day work week, remodeling the Planning and Building offices, and maximizing public involvement while keeping service fees flat

- **Process Improvements**

Created systems for better internal tracking of projects and handling public complaints and streamlined the permitting process

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

- **Green Building Program**

Convened a "Green Building" public task force consisting of contractors, environmental interest groups, homeowners, trade representatives, realtors, and staff from the Planning and Building Department

- **Williamson Act Administration**

Initiated a program to assess and improve the County's administration of the Williamson Act agricultural contract program, including new procedures and policies developed to bring the County into full compliance with the State Williamson Act regulations

- **Airport Community Roundtable**

Participated on the Airport Community Roundtable (comprised of 18 city members, the City/County Association of Governments and the County) that collaborates in a cooperative process to mitigate aircraft noise in affected communities and neighborhoods surrounding San Francisco International Airport

- **Stormwater Pollution Control Program**

Coordinated with the State Water Resources Control Board and collaborated with all of the city governments in San Mateo County through City/County Association of Governments (C/CAG) to prepare and administer the Stormwater Pollution Control Program (STOPPP)

## **Major Accomplishments in FY 2007-08**

### **Offer a Full Range of Housing Choices**

- Collaborated with the Housing Department on the implementation of the Housing Element, among other ways by evaluating appropriate sites for future affordable housing developments and improving coordination on projects that impact housing
- Expeditiously issued permits for a 151-unit residential project, 119 units of which are affordable to very low-income households, within 1/4 mile of the Colma BART station

### **Preserve and Provide People Access to our Natural Environment**

- Amended regulations for the Resource Management District to require that the portion of undeveloped area set aside by subdivisions be preserved as open space through the recordation of a conservation easement
- Enhanced protection of forested and open space lands by reducing the maximum house sizes within Los Trancos Woods
- Proposed new regulations for the rural areas of the County to protect natural resources by establishing limits on rural house sizes
- Conducted a detailed analysis of the Phase II Midcoast Groundwater Study and identified and evaluated alternative methods of addressing groundwater issues

### **Leaders Work Across Boundaries to Preserve and Enhance our Quality of Life**

- Developed and instituted a Green Building Ordinance that establishes minimum requirements for the use of green building techniques and incentives for the use of additional green practices

### **Responsive, Effective and Collaborative Government**

- Began work on a comprehensive update of the County's General Plan, which was originally adopted in 1986 and has not been substantially revised since that time
- Responded to the State Department of Conservation's audit of the County's Williamson Act program, and initiated program updates to address the concerns and problems identified by the audit
- Worked extensively with Coastal Commission staff, and submitted significant amounts of additional analyses and information, in order to facilitate the Coastal Commission's processing of the Midcoast Local Coastal Program Update
- Participated on the County's Watershed Protection and Restoration and Coordination Committee, assisted with the preparation of associated documents, and helped conduct public workshops

- Performed an assessment of current design review and zoning standards for Emerald Lake Hills, among other ways by conducting a community meeting and circulating a survey to affected property owners
- Initiated work on the update of the San Francisco Airport Land Use Plan
- Developed revisions to zoning regulations necessary to comply with new state law regarding the processing of permits for secondary residential units
- Proposed a new ordinance to address the impacts and land use compatibility of telecommunication facilities (e.g., cell phone towers and antennas) in a manner that is consistent with recent state and federal laws

### Major Issues to be Addressed

- **Quality of Service**—Further improvements to elevate the quality of service to residents and business owners within the County through providing consistent application of rules and regulations, providing greater certainty to the permitting process, and allowing for timely and efficient processing of planning and building applications
- **Balancing**—The demand for urban development with the need to preserve the quality of the natural environment, and the need to respond to individual community problems with specific “tailored” solutions and still maintain consistent regulatory methods and criteria
- **Changing Requirements**—The impact of changing regulatory requirements such as zoning regulations that result in a need to modify internal operations and educate the public
- **Technology**—Increased application of technological innovations to better inform and involve the public in the policies and activities of the department

### Key Department Initiatives

#### 1. Revise and Update the County General Plan and Implement Zoning Regulations

##### Major Issues to be Addressed:

- The General Plan and Zoning Regulations have not been substantially reviewed in many years
- Planning and Building Department staff require up-to-date regulatory codes to perform their professional responsibilities

##### Alignment to Shared Vision:

- Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion
- Preserve and Provide People Access to Our Natural Environment
- Responsive, Effective and Collaborative Government

##### Goal:

- Complete an update of the County General Plan and Zoning Regulations that represents preferred land use policy and includes effective regulatory provisions

##### Objectives:

- Determine where the existing General Plan is deficient in complying with State-mandated planning requirements or addressing current issues such as climate change and green building
- Determine where the existing General Plan should be revised to provide current information and clearer policy
- Identify what new or revised regulations are necessary to implement the updated General Plan policies
- Revise and eliminate outdated zoning regulations pertaining to land uses that no longer exist in the County
- Simplify complicated code sections
- Update the General Plan taking into account recent developments in zoning theory

##### Major Milestones:

- Develop a comprehensive work plan that identifies the resources needed to complete the review and update of the General Plan and Zoning regulatory codes
- Establish working groups to provide input on the update
- Conduct public meetings and outreach
- Draft revisions for public, Planning Commission, and Board of Supervisors review

##### Partners:

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- Environmental Health Services
- Planning Commission
- County Counsel
- Department of Housing
- Interested community groups

##### FY 2008-09 Budget Impact:

\$500,000 is allocated in the FY 2008-09 Adopted Budget to fund the review and revision of the County General Plan and Zoning Regulations

#### 2. Ensure that the Best and Latest Environmental Protection Practices are in Place

##### Major Issues to be Addressed:

- Local environmental regulations have not been kept current with State legislation
- Lack of adequate measures to prevent potential adverse impacts to the environment

##### Alignment to Shared Vision:

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

- Preserve and Provide People Access to Our Natural Environment
- Responsive, Effective and Collaborative Government

**Goal:**

- Complete the update and implementation of County environmental procedures and related environmental documents

**Objectives:**

- Fully review environmental protections that are not codified
- Update the General Plan taking into account recent developments in environmental protection
- Determine where existing regulations are deficient in complying with State environmental requirements

**Major Milestones:**

- Update County environmental procedures
- Update the California Environmental Quality Act (CEQA) initial study checklist and negative declaration documents
- Train staff in the new regulations and procedures regarding environmental protection

**Partners:**

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- Environmental Health Services
- Planning Commission
- County Counsel
- Interested community groups

**FY 2008-09 Budget Impact:**

Existing staff resources will be utilized to complete the updating and training in respect of the environmental protection procedures and documentation.

- Plan and implement the next major advancements to enhance the permit processing and tracking system software
- Undertake a fee evaluation for planning and building permits and services

**Long Range Planning Services**

- Apply the conclusions of Phase II of the Midcoast Groundwater Study to an evaluation of potential policy changes and additional planning and research needs
- Complete the San Francisco International Airport Land Use Plan Update.
- Complete and implement the North Fair Oaks Community Plan Update if the requested grant funding is obtained.
- Develop and implement the policy and/or ordinance changes resulting from the Watershed Protection Outreach Program.
- Submit the remaining components of the Midcoast Local Coastal Program Update to the Coastal Commission and work with their staff towards certification of this amendment.
- Complete an Update of the General Plan's Housing Element
- Complete the Update of the County's Williamson Act Program

**Development Review Services**

- Achieve an overall customer satisfaction rating of at least 90%
- Issue 2,000 building permits and improve permit processing
- Maintain staffing levels and provide training to all new and existing staff on a continual basis

**Other Significant Objectives by Program**

The Planning and Building Department includes the following programs:

- Administration and Support
- Long Range Planning Services
- Development Review Services

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

**Administration and Support**

- Further expand the functionality of the Geographic Information System (GIS) in departmental operations and integrate it with the permit processing database
- Continue to undertake the comprehensive re-evaluation of the County's regulatory codes pertaining to Planning and Building

Planning and Building (3800B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	3,857,371	3,254,786	3,581,034	3,088,000	(493,034)	3,088,000
Fines, Forfeitures and Penalties	17,297	16,252	20,000	12,000	(8,000)	12,000
Intergovernmental Revenues	57,909		57,909	30,000	(27,909)	30,000
Charges for Services	2,389,966	2,144,004	2,295,099	2,109,990	(185,109)	2,109,990
Interfund Revenue	330,296	119,398	94,700	94,700		94,700
Miscellaneous Revenue	427,927	628,267	803,270	408,077	(395,193)	121,700
<b>Total Revenue</b>	<b>7,080,766</b>	<b>6,162,707</b>	<b>6,852,012</b>	<b>5,742,767</b>	<b>(1,109,245)</b>	<b>5,456,390</b>
Fund Balance	4,303,422	4,996,734	4,996,734	5,610,489	613,755	5,526,540
<b>TOTAL SOURCES</b>	<b>11,384,188</b>	<b>11,159,441</b>	<b>11,848,746</b>	<b>11,353,256</b>	<b>(495,490)</b>	<b>10,982,930</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,470,654	5,722,044	6,406,313	6,438,220	31,907	6,606,174
Services and Supplies	4,816,072	4,097,048	5,492,792	4,551,840	(940,952)	4,878,454
Other Charges	824,502	896,194	929,325	924,687	(4,638)	861,013
Fixed Assets		12,537				
Other Financing Uses	754,239	(46)				
<b>Gross Appropriations</b>	<b>11,865,468</b>	<b>10,727,778</b>	<b>12,828,430</b>	<b>11,914,747</b>	<b>(913,683)</b>	<b>12,345,641</b>
Intrafund Transfers	(3,133,574)	(2,993,633)	(2,990,846)	(2,539,600)	451,246	(3,388,791)
<b>Net Appropriations</b>	<b>8,731,894</b>	<b>7,734,145</b>	<b>9,837,584</b>	<b>9,375,147</b>	<b>(462,437)</b>	<b>8,956,850</b>
Contingencies/Dept Reserves	3,604,573	4,167,480	4,167,480	4,167,480		3,318,289
<b>TOTAL REQUIREMENTS</b>	<b>12,336,467</b>	<b>11,901,625</b>	<b>14,005,064</b>	<b>13,542,627</b>	<b>(462,437)</b>	<b>12,275,139</b>
<b>NET COUNTY COST</b>	<b>952,280</b>	<b>742,184</b>	<b>2,156,318</b>	<b>2,189,371</b>	<b>33,053</b>	<b>1,292,209</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	55.0	56.0	56.0	55.0	(1.0)	55.0
Funded FTE	54.7	55.7	55.7	54.4	(1.3)	54.4

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$495,490 or 4.2% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes

#### Licenses, Permits and Franchises

There is a decrease of \$493,034 in this funding source due to anticipated decline in planning and building permit activity.

#### Fines, Fees and Forfeitures

There is a decrease of \$8,000 in this funding source due to continued use of Information Notices that allow for unauthorized work to be brought into compliance without a fine prior to a Stop Work Notices being issued.

#### Intergovernmental Revenues

There is a decrease of \$27,909 in this funding source due to an estimated reduction in the Williamson Open Space Subvention Act revenue resulting from a comprehensive review of existing contracts that re-assessed the acreage eligible for subventions.

#### Charges for Services

There is a decrease of \$185,109 in this funding source due to reduced revenue anticipated for plan checking and engineering review services resulting from a decline in building permit activity.

#### Miscellaneous Revenue

There is a decrease of \$395,193 in this funding source due to no new revenue being forecasted for permit-related project contracts administered on behalf of developers/applicants.

#### Fund Balance

There is an increase of \$613,755 in this funding source due to prior-year savings from ongoing projects such as Zoning Regulations Update and Mid-Coast Groundwater Study.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$462,437 or 3.3% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$31,907 in this expenditure category due to negotiated labor increases and inclusion of merit increases partially offset by the elimination of one vacant Building Permit Technician position and an adjustment to budgeted salary costs of one Building Inspector position.

#### Services and Supplies

There is a net decrease of \$940,952 in this expenditure category primarily due to the elimination of one-time contract expenses that include consulting services for the preparation of environmental impact reports and the provision of plan checking and planning permit processing services along with various reductions in expenditures for furniture and equipment and miscellaneous adjustments.

#### Other Charges

There is a net decrease of \$4,638 in this expenditure category due to reduction in Information Services project costs for completion of online permit payment process and for the parcel loader integration with permit processing software, by increases in facility rental and County Counsel charges.

#### Intrafund Transfers

There is a decrease of \$451,246 in this expenditure category due to a reduction in allocated centralized administrative services charges for shared costs that include the elimination of a one-time appropriation to fund the Zoning Regulations Update Project.

#### Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in Reserves represents 44.5% of Net Appropriations, which exceeds the 2% Reserves policy by \$3,979,977.

### NET COUNTY COST

There is an increase of \$33,053 or 1.5% in this Department's General Fund allocation. This increase is due to merit increases and negotiated labor increases in the Long Range Planning Services and Administration and Support Programs.



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## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$370,326 or 3.3% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Miscellaneous Revenue

There is a decrease of \$286,377 in this funding source due to the elimination of one-time revenues in FY 2008-09 for the completion of the Environmental Impact Reports.

#### Fund Balance

There is a decrease of \$83,949 in this funding source due to the elimination of one-time expenditure.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$1,267,488 or 9% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$167,954 in this expenditure category due to negotiated labor costs and inclusion of merit increases.

#### Services and Supplies

There is an increase of \$326,614 in this expenditure category due to use of Reserves to fund operating costs no longer covered by the General Fund contribution, with a partial offsetting decrease in miscellaneous contract services for Environmental Impact Reports.

#### Other Charges

There is a decrease of \$63,674 in this expenditure category due to the redistribution of cost to other tenants of the building for the hours of operation on Fridays.

#### Intrafund Transfers

There is an increase of \$849,191 in this expenditure category due to the transfer of funding to offset the loss of the annual General Fund contribution to the Development Review Services Program.

#### Contingencies/Departmental Reserves

There is a decrease of \$849,191 in this expenditure category due to the use of Reserves to backfill the elimination of the annual General Fund contribution to the Development Review Services Program until a fee increase proposal can be implemented. The balance in Reserves represents 37% of Net Appropriations, which exceeds the 2% Reserves policy by \$3,139,152.

### NET COUNTY COST

There is a decrease of \$897,162 or 41% in this Department's General Fund allocation. The decrease resulted from the elimination of General Fund support to fund on an interim basis the Planning and Building Task Force recommendation that included the addition of new positions.

## Administration and Support (3810P)

### Program Locator

#### County

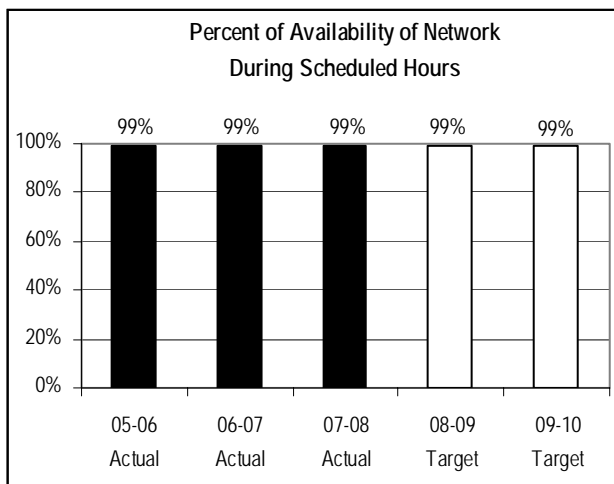
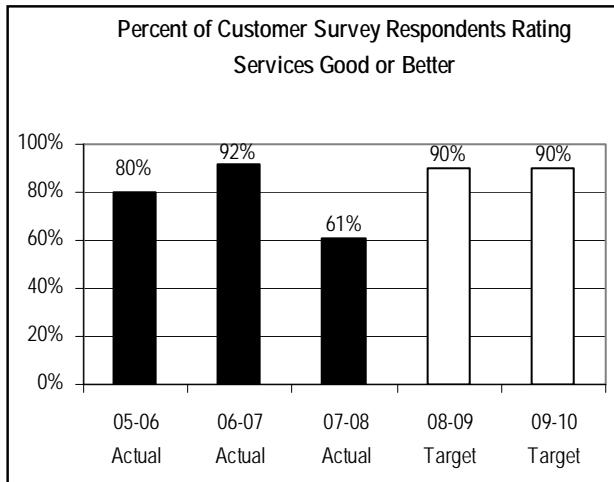
#### Community Services

#### 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 and 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 department 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 department's budget. Secretarial and administrative support is provided to the Planning Commission, Zoning Hearing Officer, and Coastside, Bayside and Emerald Lake Hills Design Review meetings. Fiscal and administrative support is also furnished to the Airport and Community Roundtable.

The following are major accomplishments in the current year:

- Implemented a Green Building Permit Incentives Program which reduces the turnaround time for building permit review and guarantees building inspections within two working days for projects that incorporate a certain number of green construction techniques
- Finished Phase I of the Williamson Act (WA) update, which included responding to the twelve recommendations in the Department of Conservation audit; developing a questionnaire for distribution to all WA contract holders; and public outreach including community meetings to explain the Williamson Act to contract holders. Further updates to the WA program will be made in the upcoming fiscal year
- Provided expanded advancement opportunities within the department
- Finished the final phase of the second floor remodel project at 455 County Center that included the installation of a self-help computer desk and acoustical panels in the expanded public service area
- Installed the latest version of the application software for the Permit\*Plan Advantage and eConnect online permit tracking system and completed the successful implementation of the eApply and ePay components for processing routine building permit applications online

### Story Behind Performance

During FY 2007-08, Administration was successful in continuing to respond to the Planning and Building Task Force report regarding internal promotions and filling new positions. A Building Inspector was promoted to the new position of Assistant Building Inspection Manager (ABIM). One of the responsibilities of the ABIM was to assist Administration with the development and implementation of the Department's new Green Building Permit Incentive Program. The new Program reduces permit-processing time by half and

guarantees building inspections within two working days for projects that meet specific thresholds on green point rated lists. Progress was also made in the upgrade of two other existing positions, which will help reduce processing time for Planning and Building permits by improving coordination between the two divisions and improving the management structure within the Planning section. Administration began Phase III of the Task Force recommendations regarding the General Plan update and presented the scope of work for the update at a Planning Commission public hearing.

A consultant was successfully selected to assist with the preparation of responses to the Williamson Act (WA) audit conducted by the Department of Conservation (DOC). Phase I of that effort was completed and all twelve of the recommendations included in the DOC report were addressed. Phase II of the WA program update was initiated and will be completed at the beginning of FY 2008-09.

Administration and Support has an ongoing core commitment to provide and maintain a secure, reliable and progressive technological environment to ensure uninterrupted network availability and optimum automation resources that enable staff to serve customers in the most efficient and effective manner. Permit\*Plan Advantage, the department's automated permit processing and tracking system, remains the mission-critical software that must be kept up to date in its most current version in order to continue to receive maintenance support from the vendor and to allow for enhancements and add-ons such as eConnect, its internet component. In FY 2007-08, a major upgrade was accomplished that enabled the implementation of eApply and ePay, the online application and payment modules, for submission over the internet of applications for certain routine permits. Further enhancements were also made to the interactive voice response system that included giving permit applicants the ability to retrieve their inspection time frames automatically via the telephone that has resulted in greater efficiency for both the callers and staff. Further technological improvements will be explored in FY 2008-09 to continue the expansion of the network's capabilities to meet the department's business needs.

With the completion in FY 2007-08 of the Information Services Department's infrastructure upgrade of the Geographical Information System (GIS) server and database, as well as the County's aerial photography project, to which the Planning and Building Department contributed, the Graphics staff will be further developing the utilization of the system for Planning purposes. This will include assisting in setting up an intranet application for Planning staff to access the high-resolution aerial photographs and the existing GIS layers. Graphics staff will continue to work on the digitization of mapping layers including prime soils, general land use, Scenic Corridor and other layers of particular use in permit processing to significantly improve staff efficiency.

**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 integrate fully the County's Geographic Information System (GIS) with the Permit\*Plan Advantage database
- To provide online ability to the public to schedule and cancel building permit inspections
- To make further improvements in user accessibility and content of the department's website
- To keep current with new automation technology as well as prepare for significant changes to the operating software and functionality of our mission critical application to process and track permits
- To re-evaluate and revise the structure for permit fees and services to compensate for the elimination of General Fund support to the Development Review Services Program

### Program Objectives

The 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 to improve the quality of service provided by the department, such as schedules for submittal dates and hearing dates, standardized review periods for outside agencies, and updated application submittal checklists
- Complete the development and implementation of a work plan for updating the General Plan and Zoning Regulations

#### Provide a Well Maintained Working Environment

- Maintain correct ergonomic conditions of workstations to ensure individual suitability in accordance with current standards
- Ensure that common areas are kept in a clean and orderly condition
- Continue work on reorganizing the basement storage area and transferring older or inactive records on a regular basis to offsite storage
- Further expand the use of imaging technology for document storage and retrieval to improve information accessibility and reduce office floor space file storage requirements

#### Maintain 99% Availability of Network During Scheduled Hours and Implement Technology Improvements

- Monitor service life of network appliances and replace servers, desktops and printers as warranties expire
- Upgrade network operating system and desktop software as older versions become obsolete to ensure a stable and well integrated computing environment
- Maintain the Permit\*Plan Advantage application, Oracle operating system, and Crystal forms and reports software in their most current version to ensure continued maintenance support
- 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
- Implement the web-based Comcate system to provide additional access to the Department so that residents can communicate comments, concerns and questions easily and effectively to the appropriate staff and receive timely responses
- Expand and improve the department's website to provide better information regarding activities and achievements as well as accessibility to informational material
- Work with ISD on the development of a network plan that includes a cost-benefit analysis of the possible use of an electronic plan check system

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 Department's customers

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of service requests processed for:					
- Word processing	3,717	3,972	3,798	3,800	3,800
- Graphics	1,170	1,179	1,022	1,200	1,200
Number of public hearing items agendized	284	249	237	260	260
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of service requests completed by due date:					
- Word processing	100%	100%	100%	100%	100%
- Graphics	98%	98%	95%	98%	98%
Percent of letters of decision mailed by three working days of hearing date	100%	98%	96%	100%	100%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of customer survey respondents rating services good or better	80%	92%	61%	90%	90%
Percent availability of network during scheduled hours	99%	99%	99%	99%	99%

### Administration and Support (3810P)

#### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	14.0	14.0	14.0	14.0		14.0
Funded FTE	13.9	13.9	13.9	13.9	(0.1)	13.9
<b>Total Requirements</b>	3,657,900	4,350,126	4,820,845	4,487,197	(333,648)	4,342,153
<b>Total Sources</b>	3,821,626	4,618,294	4,592,480	4,251,429	(341,051)	4,167,480
<b>Net County Cost</b>	(163,726)	(268,168)	228,365	235,768	7,403	174,673

**NCC Breakdown**

<b>Non-Mandated Services</b>			228,365	235,768	7,403	174,673
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**Discretionary Net County Cost**

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$235,768 or 5%, 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 funding for the Mid-coast Groundwater Study and operating costs to provide service to the public on Fridays.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions in contract and one-time equipment expenses; adjustments to internal service charges for Information Services, Public Works and County Counsel; and decrease in reimbursement for in-house administrative services charges due to central operating cost reductions;

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(425,000)	(443,843)	26,246	0	7,403	0

### 2. Adjustment to Fund Balance

Increased Fund Balance will be used for one-time miscellaneous contracts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
83,949	83,949	0	0	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(341,051)	(359,894)	26,246	0	7,403	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increased funding from the General Fund to cover a portion of higher personnel costs; offset by a reduction in one-time contract expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,579	0	0	2,579	0

### 4. Elimination of General Fund Contribution Toward Facility Charges

The Planning and Building Task Force recommended that the Department return to a five-day work week and open the second floor at 455 County Center Monday through Friday after the remodel project was completed. As a result, Public Works estimated a charge for accomplishing this and a Net County Cost increase was added to the Department's budget in June 2006. That funding will be eliminated in FY 2010, and Public Works will be redistributing the cost to other tenants of the building for the hours of operation to include Friday.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(63,674)	0	0	(63,674)	0

### 5. Allocation of Reserves to Offset Elimination of General Funding

General Fund support allocated to the Development Review Services Program resulting from the Phase I and Phase II recommendations made by the Planning and Building Task Force to add new positions will be entirely eliminated in FY 2010. The immediate loss of this funding

will be accounted for in the budget by the use of Departmental Reserves. A fee increase proposal will be presented to the Board for implementation in FY 2009-10 to offset this funding loss in the long term.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	849,191	0	(849,191)	0	0

#### 6. Adjustment to Fund Balance

One-time Fund Balance and contract appropriation in FY 2008-09 have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(83,949)	(83,949)	0	0	0	0

#### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(83,949)	704,147	0	(849,191)	(61,095)	0

## Long Range Planning Services (3830P)

### Program Locator

#### County

#### Community Services

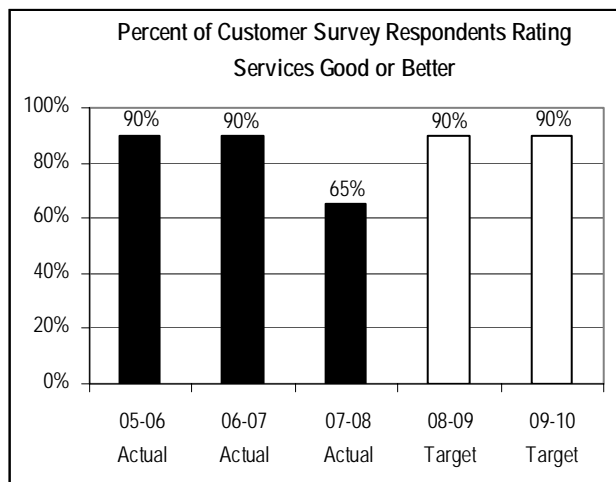
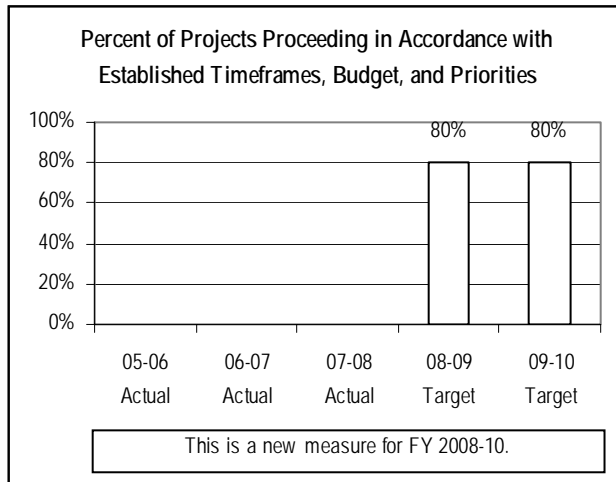
#### Planning and Building Department

#### 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 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 department's code compliance function that

primarily assures that development complies with County regulations.

### Services and Accomplishments

The Long Range Planning Services Program primarily contributes to the County's Shared Vision 2010 goals and commitment to offer a Full Range of Housing Choices; Redesign Our Urban Environment to Increase Vitality and Reduce Congestion; Preserve and Provide Access to our Natural Environment; and Work Together Across Boundaries to Preserve and Enhance Our Quality of Life.

The Long Range Planning Services Program prepares and participates in plans, programs and studies that are mandated by State law, commissioned by the Board of Supervisors, or contracted by the City/County Association of Governments (C/CAG).

The role of the Long Range Planning Services Program includes maintaining and updating the County's General Plan; developing area and community land use plans; updating local zoning regulations; participating in C/CAG sponsored sub-regional planning efforts, such as the Countywide Transportation Plan, Congestion Management Plan, and Airport Land Use Plans; and providing planning services to reduce airport related noise, such as coordinating the San Francisco International Airport and Community Roundtable.

The following are major accomplishments in the current year:

- Initiated the General Plan Update, the San Francisco International Airport Land Use Plan Update, and the Housing Element Update.
- Completed zoning changes for Los Trancos Woods and the Highlands, as well as amendments to the Resource Management Zoning standards.
- Provided extensive information requested by Coastal Commission staff to process the Mid-coast Local Coastal Program (LCP) update.
- Performed a detailed evaluation of the Phase II Midcoast Groundwater Study and associated County well policies.
- Commenced Williamson Act program development in response to an audit by the state Department of Conservation.
- Collaborated with the Department of Housing to implement key General Plan Housing Element policies.
- Developed a green building ordinance, telecommunication facilities ordinance, and updated regulations for secondary dwelling units and confined animal facilities.
- Conducted the Emerald Lake Hills Zoning and Design Review Assessment.
- Submitted grant applications to obtain funding for an update of the North Fair Oaks Area Plan and additional Midcoast groundwater assessment and planning efforts.
- Participated on and provided support to the Midcoast Stormwater Drainage Committee, Fitzgerald Marine Reserve Critical Coast Areas Pilot Project Steering Committee,



Watershed Protection Committee, Grand Boulevard Initiative Subcommittee, and the Health and the Built Environment Committee.

### Story Behind Performance

The Long Range Planning Services Program strives to implement the County's Shared 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. 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. Many projects involve extensive public outreach and involvement, in the form of community meetings and public hearings.

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

- To produce quality land use policy projects with a limited staff. Key projects to be completed for this period include the General Plan Update, the Housing Element Update, and the San Francisco International Airport Land Use Plan Update, and Updates to the County's Zoning Regulations.
- To maximize opportunities for public participation in the development of land use policy by conducting more workshops and public meetings.

### Program Objectives

The Long Range Planning Services Program will meet performance targets by doing the following:

#### Ensure that at least 80% of the Long Range Planning Projects are Proceeding in Accordance with the Time Frames, Budget, and Priorities Established by the Planning Commission and Board of Supervisors

- Presenting annual work plans to the Planning Commission, Board of Supervisors, and relevant committees, to determine proprieties, time lines, and budget allocations
- Keeping the Planning Commission and Board of Supervisors informed about the status of Long Range Planning projects.

#### Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Distributing more surveys that evaluate Long Range Planning projects and activities and gaining better rate of survey returns.
- Completing Long Range Planning projects in a manner that provides adequate opportunities for public input and responds to the interests and concerns of County residents.

Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of minor projects/programs in development (less than one year)	9	9	9	9	9
Number of major projects/programs in development (one year or more)	5	5	16	16	12
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of total hours spent on projects and programs that contribute to the following Shared Vision 2010 goals:					
- Increase housing supply, especially additions to affordable and transit oriented development housing supplies	3%	18%	11%	12%	12%
- Reduce traffic congestion	37%	3%	7%	9%	9%
- Preserve and enhance the natural environment and increase recreational opportunities	8%	22%	22%	28%	28%
- Enhance the built environment	26%	33%	33%	30%	30%
- Reduce airport noise	26%	24%	27%	21%	21%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of projects proceeding in accordance with established time frame, budget, and priorities (data development)	---	---	---	80%	80%
Percent of customer survey respondents rating services good or better	90%	90%	65%	90%	90%

## Long Range Planning Services (3830P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	8.0	8.0	8.0		8.0
 Total Requirements	1,756,911	885,169	1,673,916	2,135,935	462,019	2,149,059
Total Sources	881,339	706,532	595,154	1,031,523	436,369	1,031,523
Net County Cost	875,572	178,638	1,078,762	1,104,412	25,650	1,117,536
 NCC Breakdown						
Mandated Services			204,965	209,838	4,873	212,332
Non-Mandated Services			873,797	894,574	20,777	905,204

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,104,412 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 regulations, and a portion of cost-applied charges for administration and centralized services.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions in contract expense and in-house administrative services charge; increase in revenue generated from staff time spent on performing work for the Airport Land Use Committee; and the elimination of a one-time intrafund transfer. Increase in Fund Balance allocated to the General Plan Update.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
436,369	37,019	425,000	0	25,650	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and increased funding from the General Fund to cover higher personnel costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	13,124	0	0	13,124	0

## Development Review Services (3840P)

### Program Locator

#### County

#### Community Services

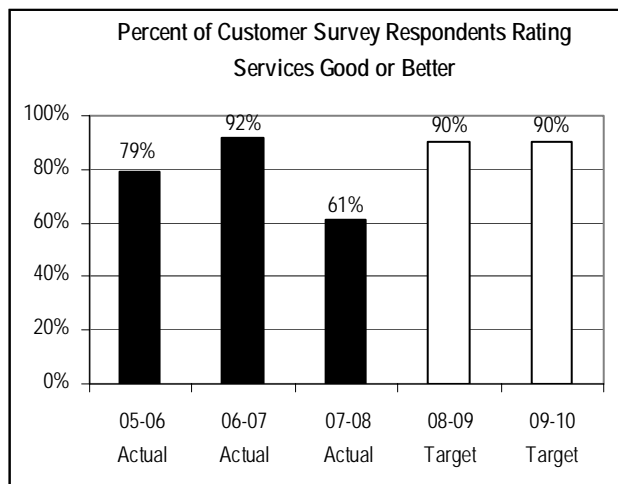
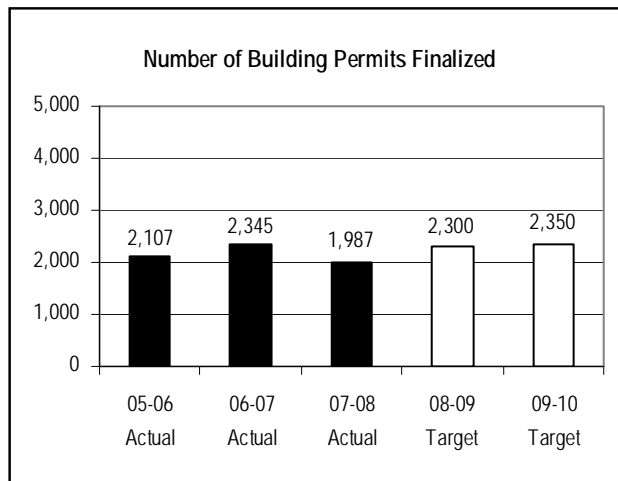
#### Planning and Building Department

#### Administration and Support

#### Long Range Planning Services

#### ► Development Review Services

### Headline Measures



### Program Outcome Statement

The Development Review Services Program 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 Program, which consists of the Current Planning and Building Inspection Sections, primarily contributes to the Shared Vision 2010 commitment and goals 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 are major accomplishments in the current year:

- Convened a "Green Building" public task force consisting of contractors, environmental interest groups, homeowners, trade representatives, realtors, and staff from the Planning and Building Department. Initiated and adopted new building regulations for a "Green Building Program" revising the County Building Code Regulations requiring minimum standards and providing incentives for new and major remodeled residential construction, low-rise multifamily construction, and commercial and industrial construction. Countywide, local Building Officials agreed to adopt minimum "Build it Green – 50 GreenPoints" threshold for consistency with the Cities and the County.
- Initiated a program to assess and improve the County's administration of the Williamson Act agricultural contract program, including sending surveys to all Williamson Act contract holders and initiating a process whereby new procedures and policies will be developed to bring the County into full compliance with the State Williamson Act regulations.
- Continued implementation of the department's first two phases of the June 2005 Board of Supervisors Task Force report recommendations including filling positions in Current Planning and Building Inspection to budgeted levels, including filling the Building Inspection Manager's position and promoting one staff member to the Assistant Building Inspection Manager. Other results included extending the contract planner program and contracting plan checking services to reduce the Planning and Building permits backlog; fully trained two Design Review Officers appointed to reduce the design review workload and expedite permit processing; continued the expanded training program for all new and existing Planning staff on a continual basis.
- Continued public service improvements: The recently redesigned department offices with an ADA (American with Disabilities Act) compliant sit-down counter and customer assistance area in the Development Review Center now includes a public access computer station/kiosk to review permit information and status. Instituted a new express service customer assistance process for both simple building permit applications and picking up building permits ready for issuance. For large projects, developed and provided permit applicants with a new project packet identifying additional applicant

requirements necessary prior to issuance of their building permit.

- Revised and updated the County Building Code Regulations, including local amendments to comply with current State Building Code Regulations (IBC 2006).
- Revised and updated the County's California Environmental Quality Act (CEQA) initial study checklist and implementation and procedures documents.
- Continued to provide educational materials to customers informing them of the Regional Water Quality Control Board's (RWQCB) requirements for allowable impervious surface of 10,000 square feet for compliance with National Pollution Discharge Elimination System (NPDES) Provision C.3 requirements and revised an interdepartmental project and applicant checklist for compliance with mandated requirements for review during plan checking.

### Story Behind Performance

In the Development Review Services Program, the Building Inspection section convened a public task force committee with representatives from environmental interest groups, contractors, homeowners, realtors, and Planning and Building staff and initiated a "Green Building Program." As a result, the Building Inspection section successfully accomplished the adoption of new green Building Code Regulations requiring minimum standards and providing incentives for new and major remodeled residential construction, low-rise multifamily construction, and commercial and industrial construction. Developed and adopted "Build it Green – 50 GreenPoints" threshold for consistency with the Cities and County green programs by networking with other jurisdictions through the Peninsula Chapter of the Building Officials. The Building Inspection section successfully accomplished the adoption of a revised and updated County Building Code Regulations, including local amendments to comply with current State Building Code Regulations.

As a result of the State's audit of the County's Williamson Act Agricultural Contract Program, a program was initiated to assess and improve the County's administration of the program, including sending surveys to all Williamson Act contract holders and initiating a process whereby new procedures and policies will be developed to bring the County into full compliance with the State Williamson Act regulations.

The Development Review Services Program also continues to make implementing the Board of Supervisors June 2005 Planning and Building Task Force recommendations a top priority. The internal reorganizing of staff and the hiring of additional professional staff and consultants has provided an overall improvement in the organization and customer service. The department will continue to meet or exceed the Countywide standard of 90% customer satisfaction. Customer satisfaction is directly related to adequate staffing and training new and existing staff. The ability to serve customers within 20 minutes or less has also improved with additional counter staff, the Building Permit Coordinator overseeing

counter coverage during hours of operation, and the express service customer assistance process for both simple building permit applications and picking up building permits ready for issuance.

In FY 2007-08, contracts with two planning consulting firms were extended and increased based on the permit processing improvements and the reduction of backlogged planning applications. With the additional staffing, processing planning applications within four months to a public hearing improved considerably from 35% in FY 2006-07 to 84% in FY 2007-08. In addition, the department continues to use a consultant for building plan checking to supplement our in-house plan checking when necessary, thereby resulting in a reduction in turn around times for building permit plan checking. The Development Review Services program has initiated a new performance measure to evaluate the "Average Number of Days the Department Takes to Issue a 'Major Type' Building Permit." A "Major type" of project includes new single-family residents, new multi-family residents, 75% valuation single-family residential remodels, and 50% valuation single-family residential remodels. The number of days to process and issue a permit also includes the time required for the applicant to respond to other Department comments and Building plan checking comments for compliance with conditions, codes, and regulations. Monitoring this performance measure will assist in evaluating both staffing and internal processes to improve permit processing.

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

- To expedite and complete plan checking comments within 30 days and building permit inspections within two days for projects qualifying with the "Green Building Program"
- To develop and adopt policy and procedural revisions to the County's administration of the Williamson Act Agricultural Contract Program
- To complete processing of planning and building permits within shorter time frames
- To improve coordination and efficiency with other internal permitting agencies
- To continue to refine and improve the express service customer assistance system for specific types of permits

### Program Objectives

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 Building Permit Coordinator
- Continue to refine and improve the express service customer assistance process for both simple building permit applications and picking up building permits ready for issuance by closely monitoring the sign-in sheet for these express type permits. When the full complement of a Building Permit Coordinator and four Building Permit Technicians are available at the counter,

one of the five staff will target these express permits and process them ahead of the larger and more time-consuming permits

- Continue to improve online web content and resources for the public to access on our web site
- Explore development of an online customer accessible GIS (Geographical Information System)
- Continue to improve the online web based building permit process using the Internet for simple building permits
- Ensure all new and existing staff participate in a continuous comprehensive training programs
- Ensure staff are consistent in processing applications and providing information to the public and applicants

- Develop Building Inspector III flexibly staffed position qualifications
- Further improve the training program for enhancing employees' understanding of regulations by conducting multi-unit staff meetings

#### Issue 2,000 Building Permits and Improve Planning and Building Permit Processing

- Develop and modify internal process and procedures for expediting projects qualifying for the "Green Building Program"
- Develop and provide customers with easy-to-understand brochures, handouts, and forms for complying with the "Green Building Program"
- Continue to update and improve policy manuals for the Current Planning and Building Inspection units
- Further update and improve procedures for streamlining emergency tree removals
- Conduct internal permit processing reviews in order to develop methods for improvement including digital document storage and plan checking reviews
- Continue to update and improve the department's website, easy-to-understand brochures, handouts, and forms
- Keep current with the expired permit notification program that advises permit holders that delinquent permits must be finalized
- Continue to utilize and improve existing technology (e.g. GIS) to assist staff with immediate and accurate evaluations of projects to improve permit processing time lines
- Explore new software options to help streamline permit processing
- Continue to explore a revised and simplified staff report for Zoning Hearing Officer public hearings
- Continue to implement the NPDES Operation and Maintenance program for permanent stormwater treatment measures
- Assist in the development and adoption of revised Second Dwelling Unit regulations to reconcile with State law mandating less discretionary review and simplifying the planning application process for both Planning staff and the public
- Assist in the development and adoption of revised Grading regulations to accommodate more typical and reasonable exemptions and thresholds for when grading permits are required, resulting in a simplified planning and building application process for both staff and the public

#### Maintain Staffing Levels and Provide Training to Both New and More Experienced Staff

- Ensure staffing is maintained by coordinating with Human Resources to keep active recruitment lists

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of building permits issued	2,189	2,135	1,944	2,000	2,000
Number of customers seen at the Development Review Center	15,500	14,994	13,464	14,500	15,000
Average number of days to issue a Major Type building permit (data development)	---	---	---	275	250
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customers served at the Development Review Center within twenty minutes	66%	82%	89%	90%	90%
Percent of planning permits requiring a public hearing processed within four months	24%	32%	69%	85%	85%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of customer survey respondents rating services good or better	79%	92%	61%	90%	90%
Number of building permits finalized	2,107	2,345	1,987	2,300	2,350
Percent of major type building permits issued within 365 days (data development)	---	---	---	80%	80%

### Development Review Services (3840P)

#### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	33.0	34.0	34.0	33.0	(1.0)	33.0
Funded FTE	32.8	33.8	33.8	32.6	(1.2)	32.6
<b>Total Requirements</b>	6,921,656	6,666,329	7,510,303	6,919,495	(590,808)	5,783,927
<b>Total Sources</b>	6,681,223	5,834,615	6,661,112	6,070,304	(590,808)	5,783,927
<b>Net County Cost</b>	240,434	831,714	849,191	849,191		
<b>NCC Breakdown</b>						
Mandated Services			636,893	636,893		
Non-Mandated Services			212,298	212,298		

## Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$849,191 or 12.8%, 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 assignment 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of merit increases and annualization of mid-year position changes; reductions in one-time contract expenses and in-house administrative service charges; and a decrease in revenue generated from permit fees and related service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(849,276)	(745,055)	0	0	104,221	0

### 2. Deletion of Building Permit Technician

One vacant Building Permit Technician I position has been deleted. This position had been added as a FY 2007-08 June Revision in lieu of the creation of a new classification of Planning and Building Liaison and is no longer required with the successful recruitment of an existing Building Permit Technician to fill the new classification. Savings have been applied toward contractual expenditures for planning permit processing and plan checking services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(71,229)	0	0	(71,229)	(1)

### 3. Adjustment to Vacant Position

One vacant Building Inspector III position will be filled at the Building Inspector I level. Savings have been applied to plan checking services contract costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(32,992)	0	0	(32,992)	0

### 4. Decrease in State Funding from the Williamson Act Program

In response to a State audit that found the County out of compliance with the provisions of the Williamson Act, a review of existing contracts was undertaken that resulted in a re-assessment of acreage eligible for subventions (money given to the County by the State to help offset the loss of property tax revenue). The outcome has been an estimated reduction in the annual subvention revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(27,909)	(27,909)	0	0	0	0

### 5. Applicants and Developers Fees

Revenue received in FY 2007-08 has been deferred to FY 2008-09 to align with expenditures for ongoing project-related contracts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
286,377	286,377	0	0	0	0



## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(590,808)	(590,808)	0	0	0	1

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases, inclusion of merit increases, and employee benefits, offset by a reduction in one-time contract expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	115,916	0	0	115,916	0
0	(115,916)	0	0	(115,916)	0

**7. Elimination of General Fund Contribution**

The interim Net County Cost increase resulting from the implementation of Phase I and Phase II recommendations made by the Planning and Building Task Force to add new positions will be entirely eliminated in FY 2009-2010. The elimination of this funding will be backfilled by the use of Departmental Reserves. A fee increase proposal will be presented to the Board for implementation in FY 2009-10 to offset this funding loss in the long term.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	(849,191)	0	(849,191)	0

**8. Elimination of One-Time Revenue**

One-time Applicant and Developer fees and related expenditures have been eliminated.

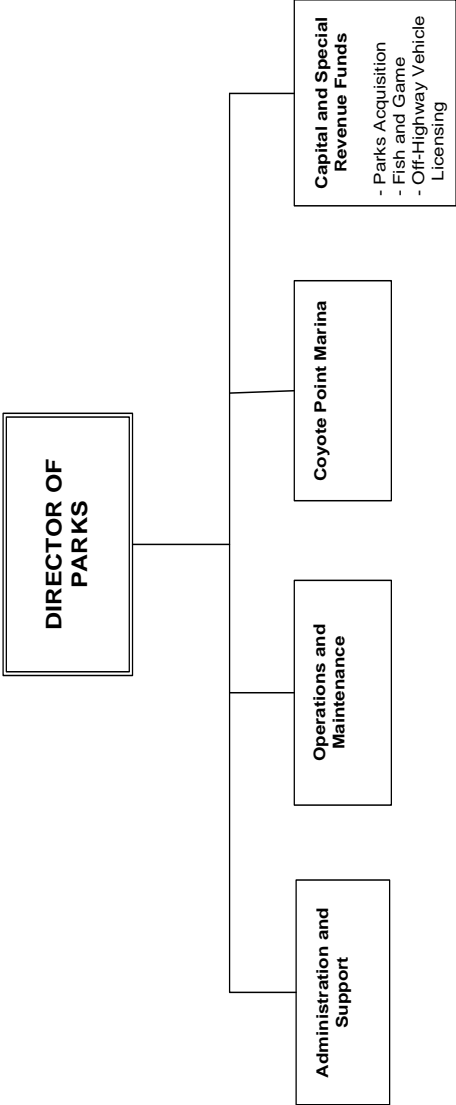
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(286,377)	(286,377)	0	0	0	0

## TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(286,377)	(286,377)	(849,191)	0	(849,191)	0

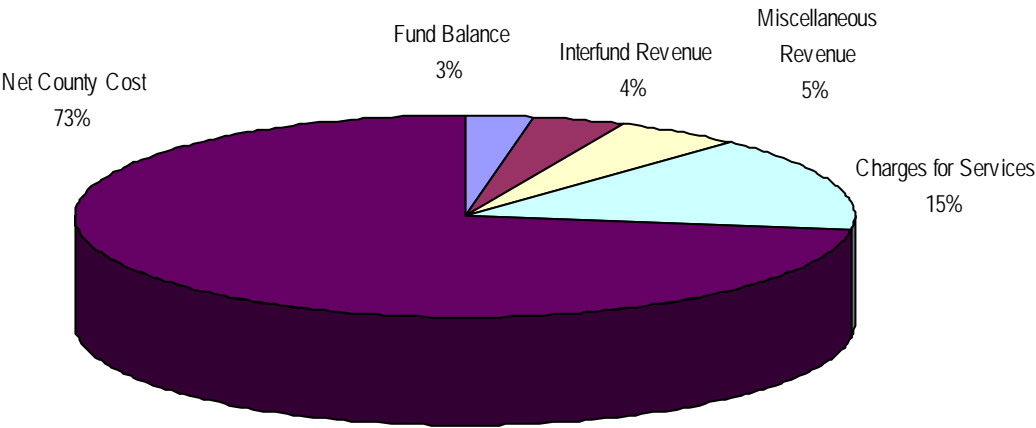
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**PARKS DEPARTMENT**

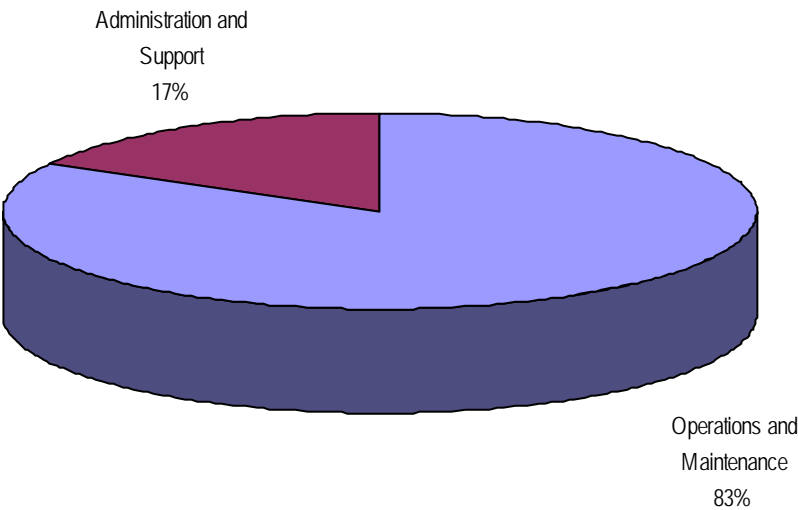


# Parks Department

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements



## Department Locator

### County

#### Community Services

Real Property Services

Public Safety Communications

Fire Services

Local Agency Formation Commission

County Library

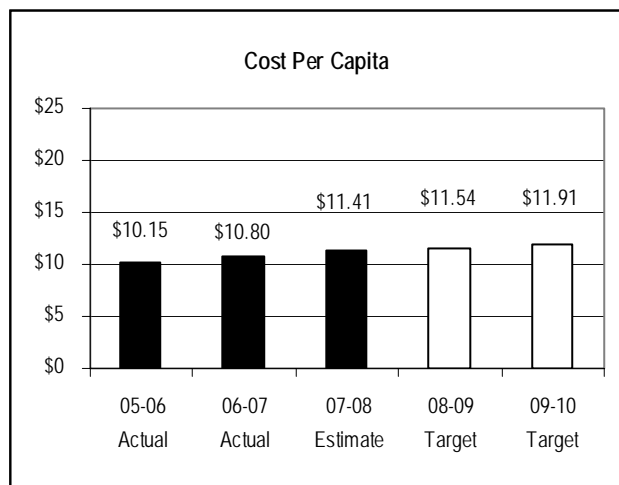
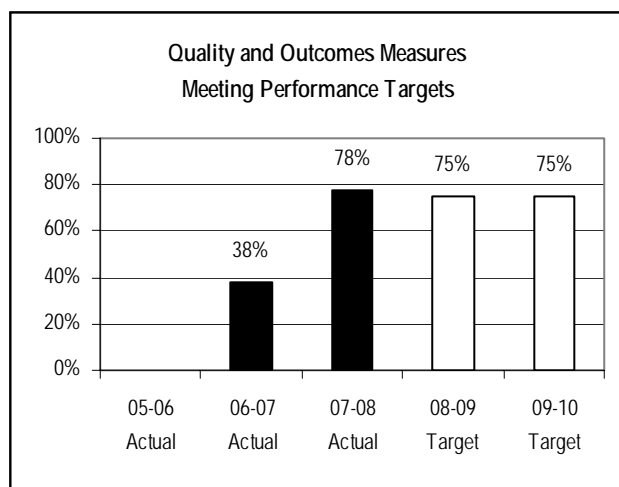
Planning and Building Department

### ► Parks Department

Department of Public Works

Department of Housing

## Department Measures



## Department Mission Statement

Through stewardship, the San Mateo County Parks Department preserves our County's natural and cultural treasures, and provides safe, accessible parks, recreation and learning opportunities to enhance the community's quality of life.

## Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2007)

### PEOPLE

#### Realize the Potential of Our Diverse Population

- **High School Community Service**

The Volunteer Program encourages the community to become involved in public service and volunteerism by providing volunteer opportunities for environmental projects, school community service hours, and visitor services. The department increased community service hour opportunities for high school students in the areas of habitat restoration and facility maintenance.

- **Environmental Events**

The department held community environmental events including Earth Day and Coastal Cleanup Day at various County parks.

#### Provide Equal Access to Educational Opportunity

- **Fitzgerald Marine Reserve Docent Program**

The department provides informational and educational opportunities on the history, cultural resources, and natural resources of the County through docent tours, interpretative displays and signs, printed materials, and on-line information. The department successfully completed the second year of the Fitzgerald Marine Reserve docent lead educational tour program.

- **Accessible Facilities**

Completed accessibility improvements to 27 facilities within the County Parks and reviewed and updated the Accessibility Implementation Plan

### PLACE

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

- **Master planning efforts**

The Parks Department's master planning efforts for parks and facilities ensure protection of natural and cultural resources while considering community transportation and infrastructure needs. The department completed the draft master plans for Huddart/Wunderlich Park and Coyote Point Recreation Area and completed the Mid-Coast Recreation Plan.

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

- **Protecting natural and cultural resources**

The Parks Department's master planning and operational efforts ensure protection and enhancement of natural and cultural resources through community involvement and provides the opportunity for County residents to access 17 park sites and recreation facilities throughout the County. For rural/urban interfaces, the department continued the fuel load reduction

projects at Junipero Serra Park, Wunderlich Park and San Bruno Mountain Park.

## PARTNERSHIPS

### Responsive, Effective and Collaborative Government

#### • Community and Educational Groups

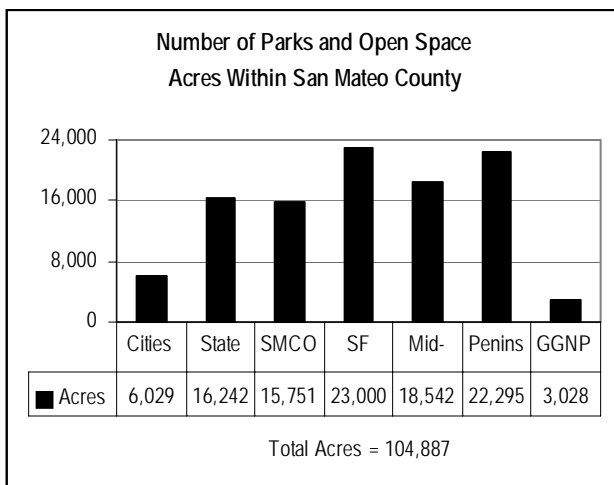
The Parks Department partnered with schools and volunteer groups to provide service learning and environmental education opportunities for elementary, middle, and high school groups.

#### • Friends, Commissions and a Foundation

The Parks Department collaborated with the San Mateo County Parks Foundation in the development of the Edgewood Park and Preserve and the Fitzgerald Marine Reserve Visitor/Education Center concept plans. In the spirit of partnership, the Parks Department collaborated with the San Mateo County Arts Commission to establish art galleries in the County Government Center buildings and assisted the Friends of San Pedro Valley volunteer group to achieve non-profit status.

#### • A Multi-Agency Effort

The Parks Department sponsors and participates in multi-agency efforts that result in regional and cost effective approaches including regional trails, preservation of critical open space, resource protection programs and standards, and regional planning efforts. Working cooperatively, the Parks Department and the San Mateo County Historical Association applied for funding to implement the Sanchez Adobe Master Plan. The Parks Department also partnered with the San Francisco Public Utilities Commission and the Lions Club to rehabilitate Amistad Park in North Fair Oaks.



## Major Accomplishments in FY 2007-08

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

- Completed 27 accessibility improvements for better access to park facilities

- Completed 15 major programs and capital projects budgeted at \$3,617,604

### Responsive, Effective and Collaborative Government

- Supported the maintenance of the Arts website with the provider Artsopolis

## Major Issues to be Addressed

- **Staff Development**—Succession planning, mentoring, and skills building training needed in response to significant staff turnover especially in management and supervisory levels
- **Funding Sources for Operations and Maintenance**—Identify and secure adequate funding for parks operation and maintenance needs after failure of Measure A sales tax initiative
- **Volunteer Issues**—Need to increase department's capacity to utilize volunteer resources to support department's operations and meet community expectations
- **Arts Promotion**—To promote and support the arts, additional funding is needed to provide increased financial resources and/or staffing to the Arts Commission to support its expanding role that does not currently exist in the department

## Key Department Initiatives

### 1. Mid-Coast Action Plan for Parks and Recreation

#### Major Issues to be Addressed:

- Mid-coast area of San Mateo County has no neighborhood parks
- Mid-coast has no city type recreational facilities such as ball fields and a recreation center
- Mid-coast area has no recreation programs such as classes, adult learning opportunities, and local organized recreation activities

#### Alignment to Shared Vision:

- Preserve and Provide People Access to Our Natural Environment

#### Goal:

- To prepare and implement a plan that will provide local city type recreational programs, facilities and services to the mid-coast area of San Mateo County including the communities of El Granada, Princeton, Miramar, Montara and Moss Beach

#### Objectives:

- Community will have an adequate number and type recreation facilities such as ball fields and neighborhood parks to meet residents needs
- Recreational programs will be provided to meet learning, health related, social, and recreational needs of the communities
- Residents will have a recreation center that will hold events, classes, sporting events, and other activities for local residents

**Major Milestones:**

- Conduct special and focus group meetings
- Conduct public meetings with the community to assess community needs and priorities
- Develop comprehensive recreational master plan including implementation plan, funding mechanism(s), and governing body structure
- Conduct an Environmental Impact Review
- Implement the plan under the adopted funding and governance mechanisms
- Draft Action Plan has been completed and recommended to the Board of Supervisors by the Parks Commission

**Partners:**

- Department of Public Works
- Mid Coast Community Council

**FY 2008-09 Budget Impact:**

One time funding in the amount of \$75,000 for the preparation of the draft plan and to prepare the environmental impact report was included in the Department of Parks 2007-08 budget. There are no funds budgeted for the development of an implementation strategy in the Department's FY 2008-09 budget.

**2. Trails Master Plan Update****Major Issues to be Addressed:**

- Lack of trails available for mountain bike enthusiasts
- Lack of trails connecting east-west to major north-south trails (Bay, Ridge, Coastal, and Crystal Springs Trails)
- Trails between jurisdiction are not linked, or having cooperative management agreements.

**Alignment to Shared Vision:**

- Responsive, Effective and Collaborative Government

**Goals:**

- To prepare and implement an updated plan that will provide multi-agency coordination of trails and trail development throughout the peninsula.
- To identify, design and implement a more robust mountain bike trail network.

**Objectives:**

- To establish a "Blue Ribbon" advisory committee to support trails planning.
- Prepare and implement an updated Trails Master Plan.

**Major Milestones:**

- Establish the Blue Ribbon Trails Advisory Committee
- Conduct committee meetings
- Conduct public meetings
- Develop updated, comprehensive trails master plan including implementation plan and funding mechanisms

- Each of the major North/South trail project are in various stages of development, environmental impact of implementation, Funding for each of the trail projects is currently being sought.

**Partners:**

- Department of Public Works
- Equestrian Trail Riders Action Committee (ETRAC)
- Volunteer Horse Patrol (VHP)
- Responsible Organized Mountain Pedalers (ROMP)
- Golden Gate National Recreation Area (GGNRA)
- Midpeninsula Regional Open Space District (MROSD)
- California State Parks
- City Recreation Departments of San Mateo County

**FY 2008-09 Budget Impact:**

One time funding in the amount of \$75,000 to initiate the Master Plan was included in the FY 2008-09 budget.

**3. Marketing Strategy****Major Issues to be Addressed:**

- Printed and other materials do not meet public need
- Materials are not suitable to sell parks and facilities to the public for use
- Maximize the use of County parks for the health and recreational needs of the community
- Establish an identity for the newly formed County Parks Department including creating a logo and updating brochures, signage and outreach programs.

**Alignment to Shared Vision:**

- Preserve and Provide People Access to Our Natural Environment

**Goals:**

- Collaborate with the health industry, education institutions, volunteer groups, cities and non profits to strengthen support for County Parks.
- Develop documents and other materials to meet public needs
- Develop documents and other materials to provide more and updated information on park facilities and services to the public

**Objectives:**

- Increase outreach activities to targeted groups
- Create brochure template that meets public expectations and allows for better use of parks
- Actively market the Parks through a variety of organizations and venues

**Major milestones:**

- Develop a new logo and theme for printed materials
- Create template for park brochure

- Create standardized kiosk displays that are kept current and useful for park visitors
- Develop model kiosk to use as template for park system's kiosks

**Partners:**

- Health Department
- Volunteer and Friends Groups

**FY 2008-09 Budget Impact:**

One-time funding in the amount of \$75,000 for the development and implementation of marketing was included in the Parks Department FY 2008-09 budget.

**Other Significant Objectives by Program**

The Parks Department includes the following programs:

- Administrative and Support Services
- Operations and Maintenance

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

**Administrative and Support Services Division**

- Secure alternative funding through grants and donations to leverage Parks funds at a ratio of 4:1 or greater for replacement and repair of deteriorated infrastructure
- Continue master planning efforts for various parks and facilities to meet public need and environmental requirements
- Manage and complete department capital projects and programs

**Operations and Maintenance Division**

- Continue Americans with Disabilities Act modifications and improvements
- Continue fuel load reduction efforts at urban and rural to reduce fire danger
- Continue Vegetation Management Plan including removal of invasive species and best forest management practices
- Enhance Volunteer Program by fostering development of new friends groups
- Develop updated Park Maintenance Plans for each park



Parks Department (3900B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	6,888	4,849	6,000	6,000		6,000
Use of Money and Property	79,790	79,016	100,872	99,700	(1,172)	99,700
Intergovernmental Revenues		58,113	260,305		(260,305)	
Charges for Services	1,265,584	1,243,443	1,314,340	1,380,085	65,745	1,401,000
Interfund Revenue	307,440	378,366	344,867		(344,867)	
Miscellaneous Revenue	61,631	132,336	21,663	20,000	(1,663)	20,000
Other Financing Sources				335,178	335,178	341,178
<b>Total Revenue</b>	<b>1,721,334</b>	<b>1,896,123</b>	<b>2,048,047</b>	<b>1,840,963</b>	<b>(207,084)</b>	<b>1,867,878</b>
Fund Balance	283,128	296,097	296,097	260,149	(35,948)	339,234
<b>TOTAL SOURCES</b>	<b>2,004,462</b>	<b>2,192,220</b>	<b>2,344,144</b>	<b>2,101,112</b>	<b>(243,032)</b>	<b>2,207,112</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,034,122	6,386,207	6,358,073	6,566,892	208,819	6,648,986
Services and Supplies	947,497	999,134	987,512	1,036,061	48,549	956,426
Other Charges	941,440	1,033,902	983,026	1,045,183	62,157	1,045,411
Fixed Assets		120,752	354,600		(354,600)	
Other Financing Uses			50,000		(50,000)	
<b>Gross Appropriations</b>	<b>7,923,059</b>	<b>8,539,996</b>	<b>8,733,211</b>	<b>8,648,136</b>	<b>(85,075)</b>	<b>8,650,823</b>
Intrafund Transfers	(55,000)	(173,354)	(239,997)	(184,997)	55,000	(55,000)
<b>Net Appropriations</b>	<b>7,868,059</b>	<b>8,366,641</b>	<b>8,493,214</b>	<b>8,463,139</b>	<b>(30,075)</b>	<b>8,595,823</b>
Contingencies/Dept Reserves	144,706	143,337	237,766	177,811	(59,955)	212,811
<b>TOTAL REQUIREMENTS</b>	<b>8,012,765</b>	<b>8,509,978</b>	<b>8,730,980</b>	<b>8,640,950</b>	<b>(90,030)</b>	<b>8,808,634</b>
<b>NET COUNTY COST</b>	<b>6,008,303</b>	<b>6,317,758</b>	<b>6,386,836</b>	<b>6,539,838</b>	<b>153,002</b>	<b>6,601,522</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	56.0	56.0	56.0	56.0		56.0
Funded FTE	55.9	56.0	56.0	56.0	(0.0)	56.0

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$243,032 or 10.4% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Use of Money and Property

There is a decrease of \$1,172 in this funding source due to the elimination of rental revenue received from Information Services Department for a communication tower that is not longer in use at Sweeney Ridge as a result of the transition to the County's trunked radio system.

#### Intergovernmental Revenues

There is a decrease of \$260,305 in this funding source due to the elimination of one-time State funding for Low Emissions Road Equipment that was purchased in FY 2007-08.

#### Charges for Services

There is a net increase of \$65,745 in this funding source due to an increase in camping permits and park entry fees anticipated as a result of the new online reservation system that enables park users to reserve campsites and picnic sites at any time. These increases partially offset reductions in other miscellaneous park and recreation fees.

#### Interfund Revenue

There is a net decrease of \$344,867 in this funding source due to adjustments that reclassify transfers from other funds within the Parks Department from Interfund Revenue to Other Financing.

#### Miscellaneous Revenue

There is a decrease of \$1,663 in this funding source due to minor decreases in various revenues.

#### Other Financing

There is an increase of \$335,178 in this funding source primarily due to adjustments that reclassify transfers from other funds within the Parks Department from Interfund Revenue to Other Financing.

#### Fund Balance

There is a decrease of \$35,948 in this funding source. This decrease was partially offset by an increase in park charges and fees and the use of Departmental Reserves.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$90,030 or 1% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$208,819 in this expenditure category due to negotiated labor increases, merit increases and various benefit adjustments.

#### Services and Supplies

There is an increase of \$48,549 in this expenditure category primarily due to increases in the cost of contracts. Increases have been partially offset with various reductions in other operating costs.

#### Other Charges

There is an increase of \$62,157 in this expenditure category due to various increases in service charges from other departments. Increases have been partially offset with reductions in motor vehicle charges.

#### Fixed Assets

There is a decrease of \$354,600 in this expenditure category due to the elimination of the appropriation for Low Emissions Road Equipment, two brush chippers and a trailer all of which were purchased in 2007-08.

#### Other Financing Sources

There is a decrease of \$50,000 in this expenditure category due to the elimination of one-time reimbursements.

Intrafund Transfers

There is a net decrease of \$55,000 in this expenditure category due to the elimination of transfers for the new online reservation system and the implementation of the no smoking ordinance in County parks. These decreases are partially offset with a reimbursement for a portion of the County's cost of the Folger Stable project and reimbursement for improvements made at Amistad Park in East Palo Alto.

Contingencies and Departmental Reserves

There is a decrease of \$59,955 in this expenditure category. The balance in Reserves represents 2.1% of Net Appropriations, which exceeds the 2% reserves policy by \$8,548.

**NET COUNTY COST**

There is an increase of \$153,002 or 2.4% in this Departments General Fund allocation primarily due to negotiated labor increases, merit increases and various benefit adjustments. Increases in operating costs have been partially offset with the elimination of one-time equipment costs, completed capital projects, and reductions in Reserves.

**FY 2009-10 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$106,000 or 5% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Charges for Services

There is an increase of \$20,915 in this funding source due to anticipated camping and reservation fee revenue increases resulting from increased park usage projected due to the new online reservation system.

Other Financing Sources

There is an increase of \$6,000 in this funding source due to an increase in Parks Fund Interfund Revenue, which is partially offset by a reduction in Off Highway Interfund Revenue.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$167,684 or 1.9% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$82,094 in this expenditure category due to negotiated labor increases, merit increases and various benefit adjustments.

Services and Supplies

There is a decrease of \$79,635 in this expenditure category due to the reduction or elimination of service contracts for operating costs.

Other Charges

There is an increase of \$228 in this expenditure category due to increases in service charges from other County departments.

Intrafund Transfers

There is a net decrease of \$129,997 in this expenditure category due to the elimination of one-time transfers for the Folger Stable project and improvements made at Amistad Park in East Palo Alto.

Contingencies and Departmental Reserves

There is an increase of \$35,000 in this expenditure category. The balance in Reserves represents 2.4% of Net Appropriations, which exceeds the 2% Reserves policy by \$40,895.

**NET COUNTY COST**

There is an increase of \$61,684 or 0.9% in this Departments General Fund allocation. This increase is primarily due to negotiated labor increases, merit increases, various benefit adjustments, and an increase in service charges by other County departments. These increases are partially offset by reductions or eliminations of service contracts for operating costs.

## Administration and Support (3910P)

### Program Locator

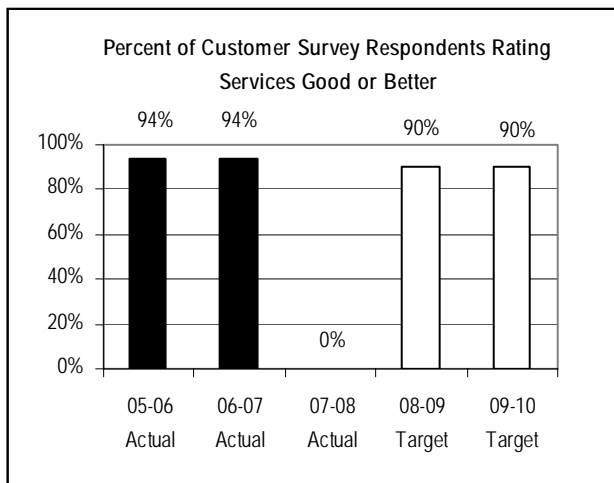
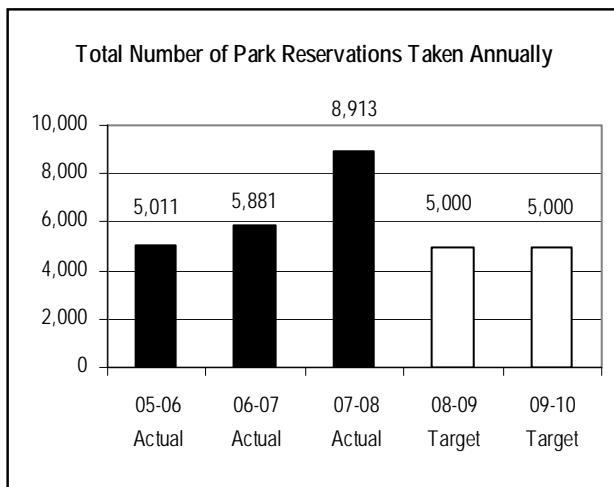
County

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 Department staff to ensure environmental stewardship, effective and efficient use of resources, continuity, direction and leadership to achieve Department 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 5,000 park facility reservations annually. Administrative support for the Parks and Recreation Commission, the Arts Commission, and the San Bruno Mountain Habitat Conservation Plan is provided.

The following are major accomplishments in the current year:

- Completed the Environmental Impact Report for the draft Huddart/Wunderlich Park Master Plan and the Negative Declaration for the Coyote Point Recreation Area Master Plan
- Restructured management level positions for more efficient operations, enhanced service delivery, expanded project management, and improved grants management as well as completed a recruitment for 3 vacant ranger positions
- Updated Parks website and added additional information such as trail details and No Smoking Ordinance information
- Upgraded automated business systems for all work locations
- Updated the Four-Year Capital Projects Plan for funded programs and projects for the Parks system
- Completed the second phase of grant funded gorse eradication on San Bruno Mountain and Colma Creek
- Implemented Decision Making Guidelines for Vegetation Management for Parks Department field staff
- Seeking funding to implement the Sanchez Adobe Master Plan
- Managed a number of 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 and the Department of Boating and Waterways

## Story Behind Performance

A major challenge facing the Parks Department in FY 2007-08 was staffing, including filling three vacant ranger positions and managing operations with a number of staff out due to illness and injury. The Department's extra help recruitment and hiring process of Park Aides continued to evolve including the implementation of on-line applications and new recruitment materials. In addition, training and skills development for staff was coordinated in the areas of general orientation, law enforcement, CPR, policies, trades skills, public protection, interpretive skills, vegetation management, 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. The San Bruno Mountain Habitat Conservation Plan Amendment and subsequent EIR/EIS were completed. Following completion of the Guidelines for Vegetation Management last year, field staff initiated a number of pilot vegetation management projects will be initiated in FY 2007-08. 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 this fiscal year is higher than prior years due to public workshops associated with the San Bruno Mountain HCP amendment, Mid-Coast Recreation Plan, Trails Plan Update and the Huddart/Wunderlich Park Master Plan, but is expected to level back off in the subsequent years. With the Parks Department's new online reservation system we anticipate the number of "calls taken" to go down but not the number of reservations or usage.

Customer Satisfaction surveys continues to prove difficult to have returned from both in the field and the Administrative Office. This result is despite surveys being abundantly available in all Park Facilities and our staff sending hundreds of surveys annually to those renewing Annual Park Passes and making Park Reservations. We do know that dissatisfaction generally brings complaints, therefore we can only make an assumption that park users not returning or submitting customer satisfaction surveys can be interpreted as an indication of some acceptable level of satisfaction with services and facilities. New ways are being explored to increase the rate of response by park users.

As of FY 2007-08, a new performance measure, ratio of grants applied for compared to the grants received is being tracked. This measure replaced 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 supports the Department by providing unrestricted and restricted private funds for projects and programs. 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 is utilizing the recently completed 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 in the third year of its action plan. A web site has been created and the Commission is continuing to curate art showings at several County building locations and building a countered network for promoting the arts. The Commission is actively looking at other successful arts councils and organizations to extrapolate new ways to collaborate with Nonprofits and raise funds. The Commission strongly advocates arts education and will be providing funding and support for programs in 2008-09. 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 retain and train new employees
- To implement a successful succession planning and monitoring program for all organizational levels
- To sufficiently staff for grant and project management given limited resources
- To better leverage general fund dollars through supporting long-term funding solutions like the Parks for the Future Initiative
- To continue to work with the Arts Commission and County Arts Partner to develop innovative strategies for coordinating art services for the County
- To plan and manage park development and park resources in an increasingly regulatory and urban environment
- To collaborate with agencies on regional park planning issues such as completing key trail linkages and the Bay Water Trail

## Program Objectives

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

### Ensure That at Least 5,000 Park Reservations Are Taken Annually

- 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
- Market the availability of the new internet based on-line reservations system

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

- Enhance existing printed materials, including continuing process of revising brochures
- 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

Improve Planning and Environmental Stewardship by Completing 18 Planning Projects

- Complete the Coyote Point Master Plan and Environmental Impact Report
- Provide on-going training on resource management
- Complete the Mid-Coast Action Plan for Parks and Recreation
- Complete the Huddart/Wunderlich Park Master Plan and Environmental Impact Report
- Complete the demolition of Castaways Restaurant
- Complete design plans, permits and environmental reports for the Seal Cove Access Stairway at the Fitzgerald Marine Reserve
- Complete San Bruno Mountain Habitat Conservation Plan Amendment and Environmental Review
- Host a variety of public planning workshops to seek public input on master planning projects
- Hold 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of telephone reservations	5,011	5,881	8,913	3,500	3,000
Number of online reservations (data development)	---	---	---	1,500	2,000
Total number of park reservations taken annually	5,011	5,881	8,913	5,000	5,000
Number of special events processed	87	110	93	80	80
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of planning workshops held	10	31	26	20	20
Percent of grants applications that result in funding	---	32%	57%	53%	53%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Planning projects completed	9	15	24	15	15
Percent of customer survey respondents rating services good or better	94%	94%	0%	90%	90%

### Administration and Support (3910P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	7.0	9.0	9.0	9.0		9.0
Funded FTE	6.7	9.0	9.0	9.0		9.0
<b>Total Requirements</b>	1,284,622	1,437,323	1,393,841	1,826,584	432,743	2,011,039
<b>Total Sources</b>	421,789	520,956	514,636	432,497	(82,139)	522,582
<b>Net County Cost</b>	862,834	916,367	879,205	1,394,087	514,882	1,488,457
<b>NCC Breakdown</b>						
Non-Mandated Services			879,205	1,394,087	514,882	1,488,457

## Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,394,087 or 76%, of which 100% is discretionary. This discretionary amount includes management of the Parks Operations and Maintenance Program, oversight of grants management, general administration support for the Parks Department, oversight of park reservations, and performance of fiscal services for the Parks Department.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: including negotiated labor increases; inclusion of merit increases; increased reimbursement for one time funding of a marketing strategy; an increase in Fund Balance as a result of savings generated in FY 2007-08; and the transfer of two positions to this program from the Operations and Maintenance program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,054)	497,698	(5,000)	(24,955)	470,797	2

### 2. Adjustments to Fund Balance

Reserves have been decreased as a result of a reduction in Fund Balance. The Net County Cost in this program is fully offset by a negative Net County Cost in the Operations and Maintenance Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(79,085)	0	0	(35,000)	44,085	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(82,139)	497,698	(5,000)	(59,955)	514,882	2

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and decreased reimbursements for one-time projects in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
11,000	19,458	129,997	0	138,455	0

### 4. Elimination of One-time Use of Reserves

Fund balance has been reduced and is fully offset by adjustments to Reserves and an increase in park charges and fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
79,085	0	0	35,000	(44,085)	0

### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
90,085	19,458	129,997	35,000	94,370	0



## Operations and Maintenance (3930P)

### Program Locator

County

Community Services

Parks Department

Administration and Support

► **Operations and Maintenance**

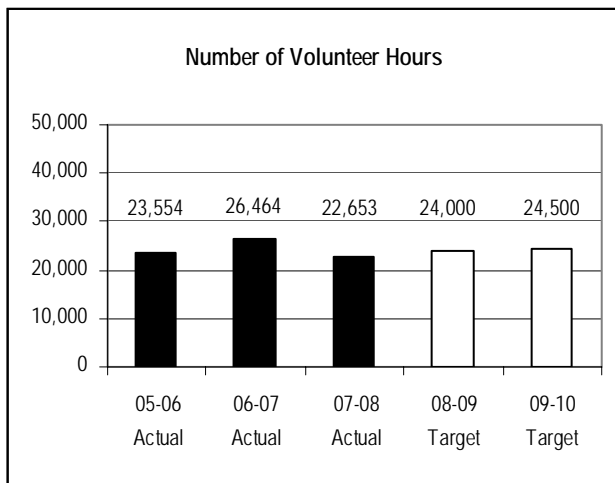
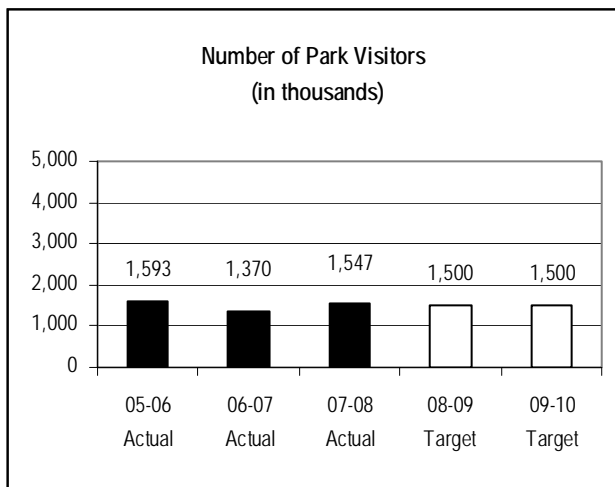
Fish and Game

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 are major accomplishments in the current year:

- Completion of the design phase of the new Meadowview playground at Junipero Serra Park
- Completed Phase I of the Coyote Point Promenade repair
- Promoted environmental stewardship by partnering with various volunteer groups for events such as California Coastal Clean-up Day at Fitzgerald Marina Reserve
- Participated in the emergency coastal response to the 2007 Cosco Busan oil spill
- Implemented safety improvements for windsurfer access at Coyote Point Park
- Successfully completed second year of docent lead tours at Fitzgerald Marine Reserve
- Completed the final phase of Captain's House improvements including new energy efficient windows
- Continued the fuel load reduction project on San Bruno Mountain
- Opened the rebuilt Hiking and Riding Segment of the Crystal Springs Regional Trail
- Completed second phase of the fuel reduction program at Wunderlich Park and Junipero Serra Park
- Completed Watershed Protection Standard training for all staff
- Implemented the No Smoking program in all County Parks

### 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 updated the five year Capital Projects plan containing

53 projects totaling \$22 million to prioritize funded parks capital projects and programs. From the list 15 of the projects were completed in FY 2007-08 and another 7 were added this year. There is a total of \$113.5 million in identified unfunded capital project needs throughout the parks system. Operations and Maintenance staff will focus on implementing the management of capital projects addressed in the plan as they are completed. For the remaining unfunded needs, staff will perform maintenance and repair where possible to keep facilities and areas safe and serviceable.

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 2007, approximately 200 students from Carlmont High School (City of Belmont) took part in, an invasive plant removal project at Edgewood County Park and Natural Preserve for the seventh year in a row. 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 of 29,700 volunteer hours in FY 2003-04, volunteer hours have diminished to between 23,000 and 28,000 hours per year with 25,889 volunteer hours completed in FY 2007-08. While the number of volunteer hours does change year-to-year, the volunteer effort is viewed as more than the total number of volunteer hours contributed throughout the County. The value of the program must be measured not only by the quality and growth of partnerships with local schools and community organizations, but also as the services received with little or no actual labor and equipment costs. 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 and to engage community awareness and involvement through recognized national and statewide events such as Earth Day, California Coastal Clean-up Day and Statewide Trails Day all of which has positively impacted the approximately 1,500,000 visitors received by County Parks every year.

The performance measurement of number of acres treated applies to ongoing, frequently multiple-year, treatment of areas to reduce or eliminate exotic and invasive 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. 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 continue to 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 which greatly influenced the number of tons of materials recycled as natural resources that were moved or removed were included in the calculation last fiscal year. A major goal of the Department has been the completion of Decision Making Guidelines for Vegetation Management, which will ensure consistent standards are implemented across the Department, 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:

- To decrease user conflicts throughout the parks system, such as between equestrians and cyclists
- To address challenging demographic and population trends affecting the number of park visitors, the number of volunteers available, the types of visitor services needed and expected.
- To create partnerships with other land-management agencies to create a more regional approach to sharing resources
- To manage the various demands on limited resources including staff time, equipment and budget
- To grow the volunteer program to support parks resource needs and meet community needs

#### Program Objectives

The Parks and Recreation Operations and Maintenance Program will meet performance targets by doing the following:

##### Maintain Park Attendance at 1,500,000 Annually

- Continue to maintain parks in a safe, sanitary and attractive manner within budget limitations
- Continue making improvements including but not limited to ADA upgrades, Crystal Springs Trail – South of Dam, Wash Down Racks, and Meadowview Playground
- Provide emergency response and maintenance skills training to field staff
- Begin a marketing campaign to attract visitors to the park system
- Encourage the use of parks for special events through consistent follow-up with special event users to encourage repeat use of parks facilities

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Maintain Volunteer Hours at 25,000 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
- Make every effort to see 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

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of visitors	1,592,560	1,369,876	1,546,940	1,500,000	1,500,000
Number of volunteer hours	23,554	26,464	22,653	24,000	24,500
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of sensitive habitat acres preserved	522	400	2,305	650	700
Tons of materials recycled <sup>(1)</sup>	832	2,279	2,239	800	840
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of collaborative projects completed	136	76	53	90	95
Number of ADA improvements	22	27	46	30	30
Percent of customer survey respondents rating service and facilities good or better	95%	95%	95%	90%	90%

<sup>(1)</sup> The restoration of Cordilleras Creek through exotics removal greatly influenced the number of tons of materials recycled as natural resources that were moved or removed were included in the calculation last fiscal year.

## Operations and Maintenance (3930P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	49.0	47.0	47.0	47.0		47.0
Funded FTE	49.2	47.0	47.0	47.0	(0.0)	47.0
<b>Total Requirements</b>	6,728,143	7,072,656	7,337,139	6,814,366	(522,773)	6,797,595
<b>Total Sources</b>	1,582,673	1,671,265	1,829,508	1,668,615	(160,893)	1,684,530
<b>Net County Cost</b>	5,145,469	5,401,391	5,507,631	5,145,751	(361,880)	5,113,065
<b>NCC Breakdown</b>						
Non-Mandated Services			5,507,631	5,145,751	(361,880)	5,113,065

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,145,751 or 75%, of which 100% is discretionary. This discretionary amount includes 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: including negotiated labor increases; inclusion of merit increases; and increased reimbursement for one time funding of a parks master plans. These increases have been partially offset by the transfer of two positions from this program to Administration and Support program and the removal of an appropriation to purchase low emission road equipment in FY 2007-08.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(204,978)	(582,773)	60,000	0	(317,795)	(2)

**2. Increase in Park Charges and Fees**

Beginning in January 2009, the Parks Department will increase park charges and fees based on a comprehensive review of facility usage, operational costs, changes in the cost of living index, and market rate comparisons. The negative Net County Cost in this program is fully offset by a Net County Cost in the Administration and Support Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
44,085	0	0	0	(44,085)	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(160,893)	(582,773)	60,000	0	(361,880)	(2)

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases. These increases are more than offset with the elimination of one-time projects completed in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
60,000	(16,771)	0	0	(76,771)	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

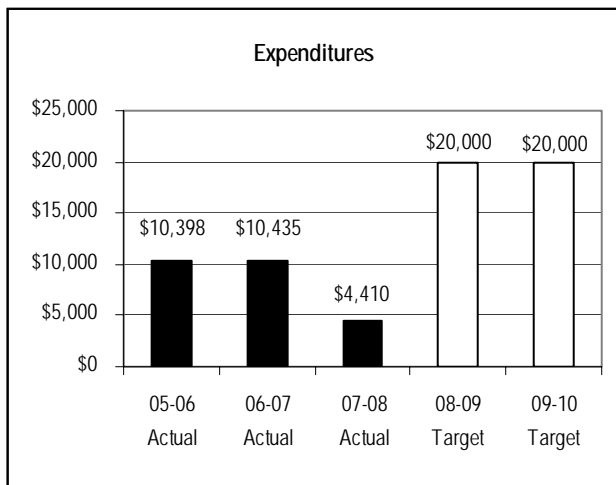
Coyote Point Marina

Reserves to offset on-going Fish and Game projects including feral pig control and Memorial Park Interpretive Program support.

Revenue/Sources	(1,579)
Appropriations	0
Intrafund Transfers	0
Reserves	(1,579)
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 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget

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

Budget adjustments have been made as follows: a reduction in revenue collected through assessed fines and a reduction in Reserves to offset on-going Fish and Game projects including feral pig control and Memorial Park Interpretive Program support.

Revenue/Sources	(7,420)
Appropriations	0
Intrafund Transfers	0
Reserves	(7,420)
Net County Cost	0
Positions	0

### Discretionary 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget

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

Budget adjustments have been made as follows: a reduction in revenue collected through assessed fines and a reduction in

Fish and Game (3950B)  
Fish and Game Propagation Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	1,853	2,210	5,500	3,000	(2,500)	3,000
Use of Money and Property	3,494	3,120	3,000	3,000		3,000
<b>Total Revenue</b>	<b>5,348</b>	<b>5,331</b>	<b>8,500</b>	<b>6,000</b>	<b>(2,500)</b>	<b>6,000</b>
Fund Balance	80,309	75,221	75,221	76,142	921	68,722
<b>TOTAL SOURCES</b>	<b>85,657</b>	<b>80,552</b>	<b>83,721</b>	<b>82,142</b>	<b>(1,579)</b>	<b>74,722</b>
<b>REQUIREMENTS</b>						
Services and Supplies	10,435	4,410	20,000	20,000		20,000
<b>Net Appropriations</b>	<b>10,435</b>	<b>4,410</b>	<b>20,000</b>	<b>20,000</b>		<b>20,000</b>
Non-General Fund Reserves	75,222	76,142	63,721	62,142	(1,579)	54,722
<b>TOTAL REQUIREMENTS</b>	<b>85,657</b>	<b>80,552</b>	<b>83,721</b>	<b>82,142</b>	<b>(1,579)</b>	<b>74,722</b>

## Off-Highway Vehicle License Fees (3960B)

### Program Locator

#### County

#### Community Services

#### Parks Department

#### Administration and Support

#### Operations and Maintenance

#### Fish and Game

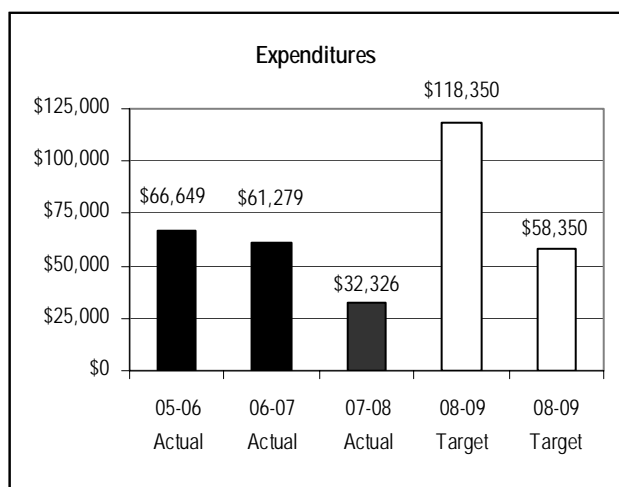
#### ► Off-Highway Vehicle License Fees

#### Parks Acquisition and Development

#### Coyote Point Marina

### 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.



### Discretionary 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made as follows: a reduction in Fund Balance and a reduction in Reserves to offset on-going Off Highway projects within the County parks.

Revenue/Sources	(22,879)
Appropriations	50,000
Intrafund Transfers	0
Reserves	(72,879)
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget

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

Budget adjustments have been made as follows: a reduction in Fund Balance and an adjustment in Reserves to offset on-going Off Highway projects within the County parks.

Revenue/Sources	(28,061)
Appropriations	(60,000)
Intrafund Transfers	0
Reserves	31,939
Net County Cost	0
Positions	0



Off-Highway Vehicle License Fees (3960B)  
Off-Highway Vehicle License Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	11,689	9,447	7,500	7,500		7,500
Intergovernmental Revenues	30,385					
<b>Total Revenue</b>	<b>42,074</b>	<b>9,447</b>	<b>7,500</b>	<b>7,500</b>		<b>7,500</b>
Fund Balance	241,749	222,543	222,543	199,664	(22,879)	171,603
<b>TOTAL SOURCES</b>	<b>283,823</b>	<b>231,990</b>	<b>230,043</b>	<b>207,164</b>	<b>(22,879)</b>	<b>179,103</b>
<b>REQUIREMENTS</b>						
Services and Supplies	61,279		68,350	118,350	50,000	
Other Financing Uses						58,350
<b>Gross Appropriations</b>	<b>61,279</b>		<b>68,350</b>	<b>118,350</b>	<b>50,000</b>	<b>58,350</b>
Intrafund Transfers		32,326				
<b>Net Appropriations</b>	<b>61,279</b>	<b>32,326</b>	<b>68,350</b>	<b>118,350</b>	<b>50,000</b>	<b>58,350</b>
Non-General Fund Reserves	222,544	199,664	161,693	88,814	(72,879)	120,753
<b>TOTAL REQUIREMENTS</b>	<b>283,823</b>	<b>231,990</b>	<b>230,043</b>	<b>207,164</b>	<b>(22,879)</b>	<b>179,103</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

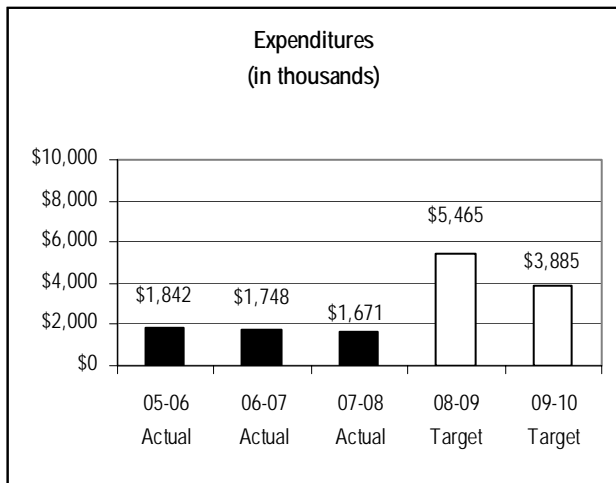
#### Coyote Point Marina

being completed in FY 2007-08 and being transferred from this program to the Coyote Point Marina program.

Revenue/Sources	2,659,472
Appropriations	1,152,824
Intrafund Transfers	16,000
Reserves	1,490,648
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 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made as follows: a reduction in project expenditures and offsetting revenue and Reserves.

Revenue/Sources	(1,894,539)
Appropriations	(1,580,538)
Intrafund Transfers	0
Reserves	(314,001)
Net County Cost	0
Positions	0

### Discretionary 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made as follows: an increase in projects and offsetting revenue and an increase in Fund Balance and Reserves as a result of the Dock 29 replacement project not

Summary of Re-appropriated and New Projects	FY 2008-09
Coyote Point Park Bay Trail	1,766,500
Coyote Point Park Promenade Temporary Windsurfer Launch	35,000
Coyote Point Park Water Distribution System Phase I	52,000
Crystal Springs Trail South of Dam Extension to H35	478,303
Edgewood Cordilleras Creek	69,359
Fitzgerald Marine Reserve Signage & Exhibits	400,000
Huddart Skyline Trail Culvert	15,000
McGarvey Gulch Salmonid Barrier	11,500
Memorial Park Sequoia Flat Crossing	250,000
Memorial Park Flashboard Dam Removal	500,000
Mid Coast Crossing	179,000
Mid Coast Plan	75,000
San Bruno Mountain Colma Creek Headwaters	28,000
San Bruno Mountain Day Camp Restroom	100,000
San Bruno Mountain Gorse Eradication	67,000
San Bruno Mountain Habitat Conservation Plan EIR/EIS	94,000
San Bruno Mountain Sewer Line from Day Camp	182,971
Wash Down Racks	184,337
Trails Master Plan Update	75,000
Fitzgerald Marine Reserve Mirada Surf Coastal Trail	600,000
San Bruno Mountain Remainder Parcel Fencing	40,000
Fitzgerald Marine Reserve San Vicente Bridge Ramp and Coastal Trail	112,500
Pescadero Trestle Creek Bridge Repair	12,500
San Bruno Mountain Day Camp Americans with Disabilities Act (ADA) Improvements	6,000
Pigeon Point Guard Rail	84,000
Coyote Point Park Gatehouse Renovation	35,000
Folger Stable Parking Lot	350,000
Fitzgerald Marine Reserve Parking Lot	250,000
San Bruno Mountain Trail from Ridge to Bay	64,000
San Bruno Mountain Friends Parking Lot	175,000
<b>Total</b>	<b>6,291,970</b>

Parks Acquisition and Development (3970B)  
Parks Acquisition and Development Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	105,410	140,928	60,000	70,000	10,000	70,000
Intergovernmental Revenues	(145,013)	2,600,183	1,812,905	3,250,500	1,437,595	1,697,903
Charges for Services		2,605				
Interfund Revenue	17,815	181,683	216,000	75,000	(141,000)	75,000
Miscellaneous Revenue	12,000	98,832				
<b>Total Revenue</b>	<b>(9,789)</b>	<b>3,024,232</b>	<b>2,088,905</b>	<b>3,395,500</b>	<b>1,306,595</b>	<b>1,842,903</b>
Fund Balance	4,068,264	2,310,168	2,310,168	3,663,045	1,352,877	3,321,103
<b>TOTAL SOURCES</b>	<b>4,058,475</b>	<b>5,334,400</b>	<b>4,399,073</b>	<b>7,058,545</b>	<b>2,659,472</b>	<b>5,164,006</b>
<b>REQUIREMENTS</b>						
Services and Supplies	401,137	390,985	425,000	409,000	(16,000)	409,000
Fixed Assets	487,093	828,000	2,887,611	2,328,442	(559,169)	1,500,000
Other Financing Uses	860,078	696,641	1,000,000	2,727,993	1,727,993	1,975,897
<b>Gross Appropriations</b>	<b>1,748,307</b>	<b>1,915,626</b>	<b>4,312,611</b>	<b>5,465,435</b>	<b>1,152,824</b>	<b>3,884,897</b>
Intrafund Transfers		(244,272)	(16,000)		16,000	
<b>Net Appropriations</b>	<b>1,748,307</b>	<b>1,671,355</b>	<b>4,296,611</b>	<b>5,465,435</b>	<b>1,168,824</b>	<b>3,884,897</b>
Non-General Fund Reserves	2,310,168	3,663,045	102,462	1,593,110	1,490,648	1,279,109
<b>TOTAL REQUIREMENTS</b>	<b>4,058,475</b>	<b>5,334,400</b>	<b>4,399,073</b>	<b>7,058,545</b>	<b>2,659,472</b>	<b>5,164,006</b>

## Coyote Point Marina (3980B)

### Program Locator

#### County

#### Community Services

#### Parks Department

#### Administration and Support

#### Operations and Maintenance

#### Fish and Game

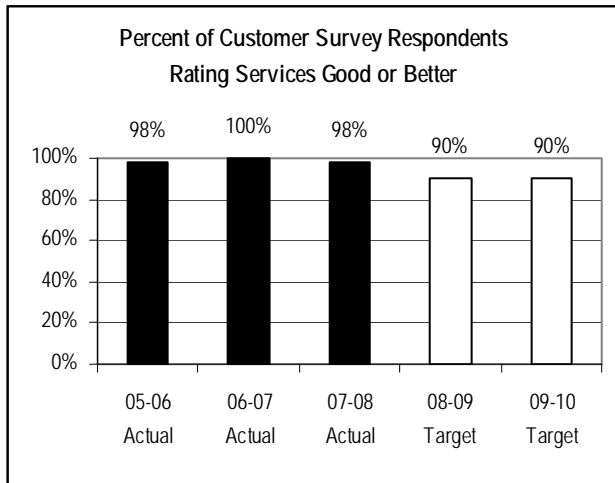
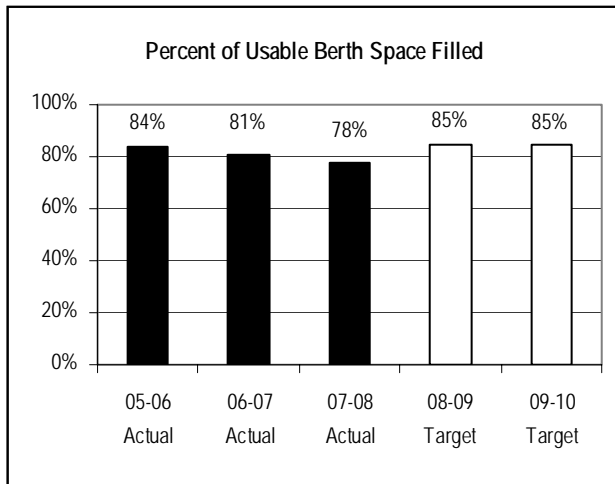
#### Off-Highway Vehicle License Fees

#### 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 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 berthing contracts. Staff also coordinates various concessionaire agreements such as the Yacht Club, fuel dock operation and boat sale and charter operation.

The following are major accomplishments in the current year:

- Completed permitting for the new Marina office and continue to work with the Department of Public Works on the demolition of old Marina office
- Maintained fuel service for patrons while fuel concessionaire was not in place
- Completed the Marina Maintenance Dredging Project
- Completed revision of the Marina 10-year Capital Projects Plan
- Hired an engineering consultant for Design and Specifications for the replacement of Dock 29
- Completed the installation of bollards and lights at the Promenade
- Responded to the Grand Jury inquiry by hiring a consultant to review the issues of costs and services at the Coyote Point Marina. Findings were presented to both the Parks Commission and the Board of Supervisors
- Hired a consultant to conduct a dock configuration study at the Coyote Point Marina. Findings were presented to the Parks Commission

### Story Behind Performance

A main focus of Marina staff is to ensure that at least 85% of berth space is usable and filled. Berth occupancy at the Coyote Point Marina is comparable to other local marinas despite a small decrease in recent years due to the changing economic the rising

price of fuel, changing demographics, and a recreational shift away from boating. The recent dredging project and the closure of eleven berths at one of the docks due to storm damage caused the berth occupancy rate to fall to 77% in the second quarter of FY2007-08. It is anticipated that, occupancy rates will suffer slightly due to long-term closure of Dock 29. Also, recent trends have made it difficult for local marinas because a number of berthers are moving their boats from Northern California to Southern California to take advantage of competing berth rates and climate. However, staff continues to maintain and market the Marina to ensure it is a desirable place to berth.

Maintaining the Marina through dredging is vital in maximizing berth space and making the Marina attractive to potential berthers. In FY 2003-04, the first dredging episode was completed in the form of a \$1.2 million contract. Last fiscal year, Phase II of the dredging was completed. A 10-year permit was secured in order to complete necessary dredging episodes to maintain sufficient depth in the Marina. The dredging has restored the Marina channels and berths to serviceable depths and no dredging is anticipated for a minimum of five years.

Marina staff continues to focus on increasing customer satisfaction. An annual customer satisfaction survey was and distributed Marina tenants and stakeholders. The survey was mailed along with the monthly berth invoice as well as placed at the Marina Office. The marina received an overall customer satisfaction rating of 98% meeting its goal. An annual public meeting was held to solicit input and update tenants and the general public on proposed fee changes, revised capital plans, proposed in the FY 2008-09 budget, and other marina issues. Staff responded to comments on the customer service surveys such as restroom cleaning, berth depth, and dock maintenance. Marina staff continues to exceed its goal of completing 88% of service requests within five days by meeting 100% of them within five days.

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

- To incorporate recommendations from the Board of Supervisors based on the consultant's study related to efficiencies at the Marina.
- To increase occupancy targets and keep the Marina financially viable given changing demographics
- To replace Dock 29, which contains ten 50' berths and eleven 45' berths, which is now unusable
- To identify trends in boating to adjust services provided by the Marina to meet those projected needs and opportunities
- To execute projects on the 10-year Capital Improvement Plan including a new launch ramp restroom
- To integrate the new Bay Water Trail regional plan with Marina operations and facilities

**Program Objectives**

The Coyote Point Marina Program will meet performance targets by doing the following:

Maintain Berth Occupancy at 85% or Better

- Maintain a fuel-dock vendor that provides berthers access to fuel, boats and boating supplies
- Manage the on-going capital projects as defined by the Capital Improvement Plan in order to maintain the Marina and keep 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
- Restructure operations and maintenance to improve efficiencies such as revision of standard berth rental agreements and park access
- Partner with entities such as the Yacht Club to host community-building special events
- Set fees which are competitive with other local Marinas through fee comparison surveys
- Continue to survey customers through an annual survey effort and making surveys available continually to the public

Continue to Complete Projects on the Marina's 10-year Capital Projects Plan

- Complete planned projects in keeping with the Plan, such as replacement of Dock 29 and build a new launch ramp restroom
- Continue to meet with stakeholders to update the capital projects plan and discuss financial planning including possible fee increases
- Bring updated Marina Capital Project Plan to the Parks and Recreation Commission for review and approval
- Conduct periodic review of projects list and outside funding as opportunities arise
- Monitor the process for completing repairs and improvements with a completion date and sign off section in order to increase the percentage of reported discrepancies repaired in five days
- Implement average depth standards in response to marina berth renter request

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Annual number of paid launch ramp users	604	659	908	575	600
Number of emergency responses	18	12	23	20	20
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of usable berth space filled	84%	81%	78%	85%	85%
Number of unusable berths for a 30-day billing cycle	6	8	21	12	12
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of customer survey respondents rating services good or better	98%	100%	98%	90%	90%
Percent of service requests repaired within five days	99%	100%	97%	90%	90%

Coyote Point Marina (3980B)  
Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
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>	2,586,415	2,018,253	3,785,504	2,605,194	(1,180,310)	4,072,120
<b>Total Sources</b>	2,586,415	2,018,254	3,785,504	2,605,194	(1,180,310)	4,072,120

## Discretionary 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, Marina berth rentals, and income from interest on Reserves.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: revenue and appropriations have been decreased from FY 2007-08 projected expenditures as a result of the Dock 29 replacement. It was anticipated that this project would be funded and completed in FY 2007-08, however, a loan from the State Department of Boating and Waterways will fund only the plans and specifications in FY 2008-09. Intrafund Transfers and revenue have been adjusted to align reimbursements to the Parks Department for actual time spent working on Marina issues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,159,056)	(1,022,216)	(146,723)	9,883	0	0

**2. Adjustment to Fund Balance**

Fiscal Year 2007-08 year end Fund Balance was slightly less than previously projected. The shortfall is offset with Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(21,254)	0	0	(21,254)	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,180,310)	(1,022,216)	(146,723)	(11,371)	0	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: revenue and appropriations have been increased from FY 2008-09 as a result of the Dock 29 replacement going forward in FY 2009-10. It was anticipated that this project would be funded and completed in FY 2007-08, however, loans from the State Department of Boating and Waterways will fund the plan and specifications in FY 2008-09 and are secured to replace Dock 29 in FY 2009-10. Revenue has been adjusted to reimburse the Coyote Point Park for actual expenses for water and electrical usage at the Marina.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,466,926	1,412,572	0	54,354	0	0



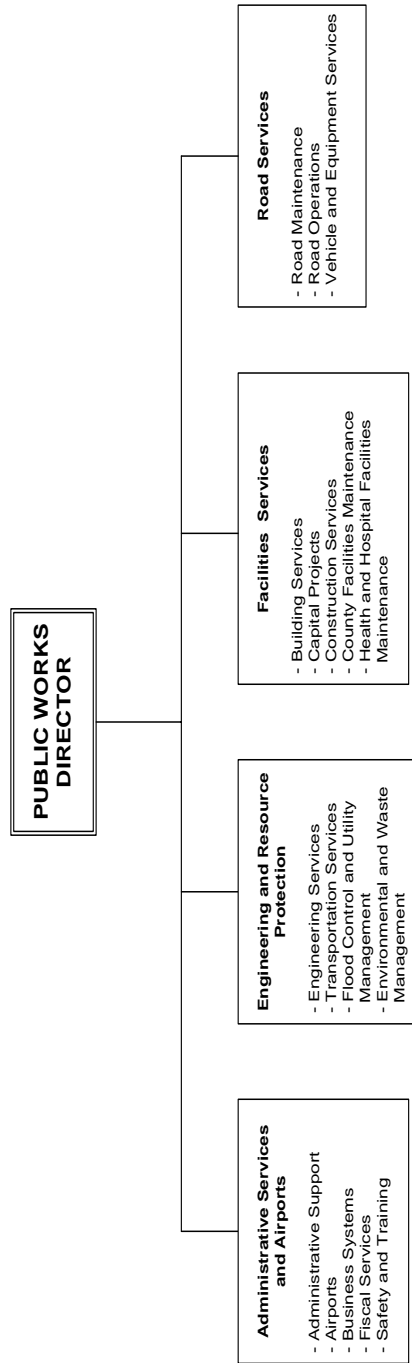
Coyote Point Marina (3980B)  
Coyote Point Marina Operating Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	61,813	40,687	47,500	41,500	(6,000)	41,500
Intergovernmental Revenues			1,947,500	494,000	(1,453,500)	1,800,000
Charges for Services	1,143,033	1,121,627	1,169,945	1,255,589	85,644	1,313,839
Miscellaneous Revenue			1,200		(1,200)	
<b>Total Revenue</b>	<b>1,204,846</b>	<b>1,162,314</b>	<b>3,166,145</b>	<b>1,791,089</b>	<b>(1,375,056)</b>	<b>3,155,339</b>
Fund Balance	1,381,569	855,940	619,359	814,105	194,746	916,781
<b>TOTAL SOURCES</b>	<b>2,586,415</b>	<b>2,018,254</b>	<b>3,785,504</b>	<b>2,605,194</b>	<b>(1,180,310)</b>	<b>4,072,120</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	507,093	520,347	572,391	570,996	(1,395)	580,979
Services and Supplies	232,072	247,707	254,321	329,700	75,379	329,700
Other Charges	462,300	564,034	226,798	504,770	277,972	504,770
Other Financing Uses	614,609	83,873	2,061,000	686,828	(1,374,172)	2,089,417
<b>Gross Appropriations</b>	<b>1,816,074</b>	<b>1,415,961</b>	<b>3,114,510</b>	<b>2,092,294</b>	<b>(1,022,216)</b>	<b>3,504,866</b>
Intrafund Transfers	150,982	141,356	146,723		(146,723)	
<b>Net Appropriations</b>	<b>1,967,056</b>	<b>1,557,317</b>	<b>3,261,233</b>	<b>2,092,294</b>	<b>(1,168,939)</b>	<b>3,504,866</b>
Non-General Fund Reserves	619,359	460,936	524,271	512,900	(11,371)	567,254
<b>TOTAL REQUIREMENTS</b>	<b>2,586,415</b>	<b>2,018,253</b>	<b>3,785,504</b>	<b>2,605,194</b>	<b>(1,180,310)</b>	<b>4,072,120</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

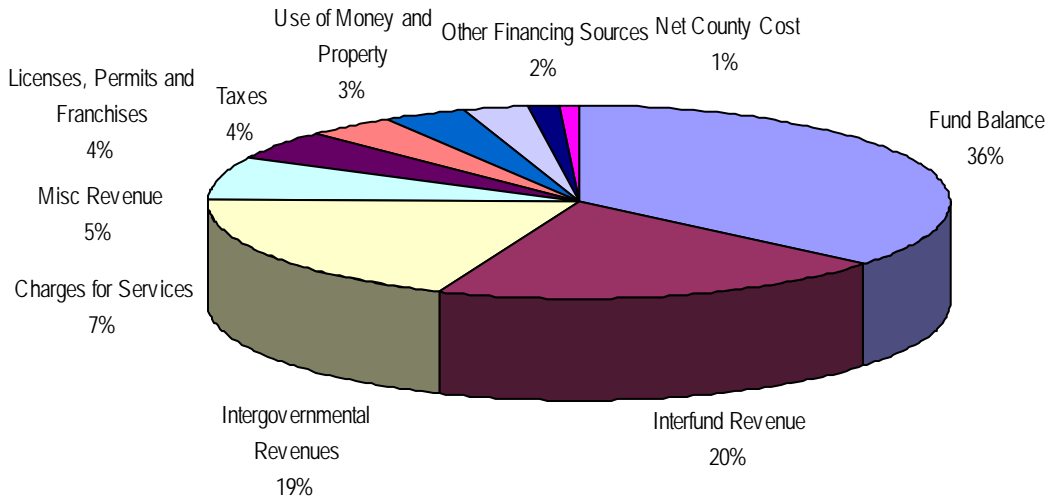
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## DEPARTMENT OF PUBLIC WORKS

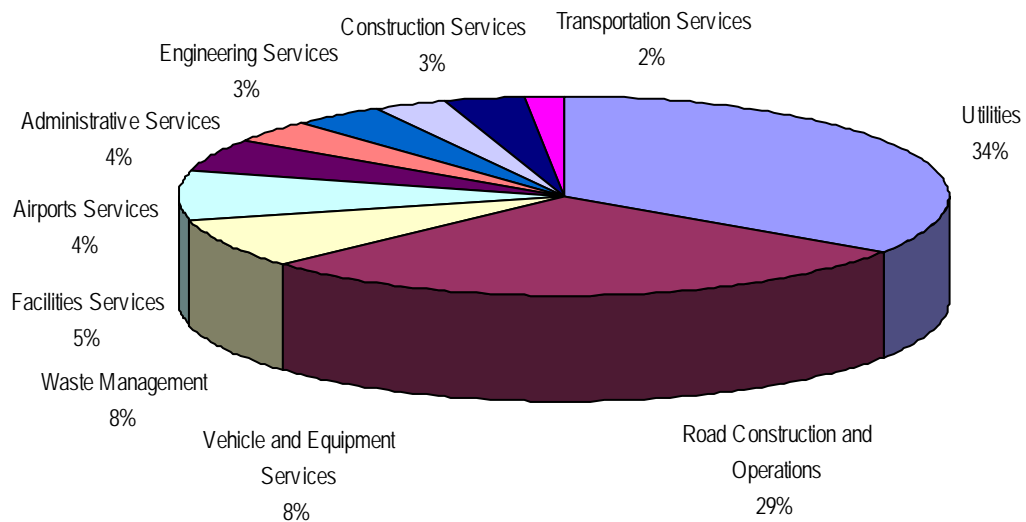


## Public Works Department

### FY 2008-09 Adopted Sources



### FY 2008-09 Adopted Requirements



## Fund Summary by Function

Fund/Budget Unit	Actual 2006-07	Revised 2007-08	Adopted 2008-09	Adopted 2009-10
<b>General Fund:</b>				
<b>Administrative Services</b>				
Cable TV Franchise	103,720	268,742	590,015	476,674
Fair Oaks Community Center	278,999	287,369	287,369	287,369
Administrative Services	5,334,003	6,433,564	7,086,947	7,016,071
<b>TOTAL Administrative Services</b>	<b>5,716,722</b>	<b>6,989,675</b>	<b>7,964,331</b>	<b>7,780,114</b>
<b>Engineering Services</b>				
Engineering Services	4,119,941	5,091,610	4,865,759	4,987,836
County Engineer	105,698	96,624	96,624	96,624
<b>TOTAL Engineering Services</b>	<b>4,225,639</b>	<b>5,188,234</b>	<b>4,962,383</b>	<b>5,084,460</b>
<b>Facilities Services</b>				
Plant & Craft Maintenance	9,354,274	9,568,972	10,108,947	10,253,194
Facilities Administration	204,655	408,425	556,752	571,037
Building Services (Custodial)	3,248,200	3,453,974	3,338,664	3,429,376
Utilities	8,598,935	8,555,145	8,876,783	9,281,173
Insurance	1,673,703	2,266,909	2,452,250	2,452,250
Capital Projects/Major Maintenance	1,964,151	2,090,559	2,160,138	2,160,138
Facilities Projects	433,994	810,455	1,161,723	1,190,730
Debt Service	1,816,027	6,922,788	10,439,768	10,439,768
Contingencies	0	0	179	179
Intra Fund Transfers	(18,390,175)	(26,668,889)	(31,023,121)	(31,561,772)
<b>TOTAL Facilities Services</b>	<b>8,903,764</b>	<b>7,408,338</b>	<b>8,072,083</b>	<b>8,216,073</b>
<b>TOTAL General Fund</b>	<b>18,846,125</b>	<b>19,586,247</b>	<b>20,998,797</b>	<b>21,080,647</b>
<b>Program Unit: Airports</b>				
<b>Airport Enterprise Fund:</b>				
Operation and Maintenance	2,127,079	2,786,953	2,604,877	2,641,816
Capital Projects	2,785,621	8,860,100	2,992,948	0
Non-General Fund Reserves/Adjustments	2,561,166	2,400,711	100,000	0
<b>TOTAL Airport</b>	<b>7,473,866</b>	<b>14,047,764</b>	<b>5,697,825</b>	<b>2,641,816</b>

## Fund Summary by Function

Fund/Budget Unit	Actual 2006-07	Revised 2007-08	Adopted 2008-09	Adopted 2009-10
<b>Program Unit: Motor Pool ISF</b>				
Maintenance and Repair	3,541,607	2,802,274	2,928,074	2,993,150
Replacement	1,834,310	2,705,359	2,218,850	1,616,350
Insurance	335,162	395,623	430,614	438,641
Fuel	1,000,087	945,488	1,215,488	1,045,488
Contingencies	6,809,524	5,054,206	4,631,415	4,539,380
Plant Improvements	169,330	80,000	461,500	142,000
<b>TOTAL Motor Pool ISF</b>	<b>13,690,020</b>	<b>11,982,950</b>	<b>11,885,968</b>	<b>10,775,009</b>
<b>Landscape Maintenance Fund:</b>				
Landscape Maintenance	1,355	27,452	27,452	16,454
Non-General Fund Reserves	63,918	55,104	76,883	79,863
<b>TOTAL Landscape Maintenance Fund</b>	<b>65,273</b>	<b>82,556</b>	<b>104,335</b>	<b>96,317</b>
<b>Program Unit: Construction and Plant Improvements</b>				
<b>Road Fund:</b>				
GIS/Base Map Project	0	0	0	0
Engineering, Admin, General Operations	2,947,456	2,972,226	3,805,746	3,810,725
Plant and Heavy Equipment	2,399,732	3,922,268	3,273,612	3,235,797
Road/Bridge Maintenance	6,946,070	7,168,772	6,057,194	9,844,236
Construction	4,074,214	10,405,541	8,637,066	2,354,000
Contributions	234,807	254,000	300,000	300,000
Judgements	0	200,000	200,000	200,000
Contingencies	5,974,105	3,378,640	10,803,468	8,657,654
Services to Other Agencies	544,640	100,000	7,089,356	700,000
Non-General Fund Reserves/Adjustments	0	0	0	0
Reserves for Encumbrance	0	0	0	0
<b>TOTAL Road Fund</b>	<b>23,121,024</b>	<b>28,403,447</b>	<b>40,166,442</b>	<b>29,102,412</b>
<b>Roadway Improvement Fund:</b>				
Travel Lane Reconstruction	721,090	1,765,000	750,000	500,000
Non-General Fund Reserves	3,687,281	2,672,281	3,187,533	3,237,533
<b>TOTAL Roadway Mitigation Fund</b>	<b>4,408,371</b>	<b>4,437,281</b>	<b>3,937,533</b>	<b>3,737,533</b>

## Fund Summary by Function

Fund/Budget Unit	Actual 2006-07	Revised 2007-08	Adopted 2008-09	Adopted 2009-10
<b>Special District Funds:</b>				
County Service Areas	1,644,861	1,975,227	2,063,692	2,063,692
Sewer Maintenance/Sanitation	5,719,616	9,888,427	12,606,023	9,294,261
Drainage Maintenance	39,105	74,612	67,100	66,768
Flood Control	4,033,191	6,096,611	9,972,359	7,746,135
Street Lighting	481,998	777,860	779,060	449,060
San Mateo NPDES	0	3,000	3,000	3,000
Non-General Fund Reserves	29,668,420	27,110,008	25,518,106	23,209,811
<b>TOTAL Special Districts</b>	<b>41,587,191</b>	<b>45,925,745</b>	<b>51,029,340</b>	<b>42,832,727</b>
<b>Tower Road Construction ISF:</b>				
Crafts-Funded Jobs	4,038,305	4,816,355	4,812,908	4,889,109
Non-General Fund Reserves	215,077	250,013	81,107	116,043
<b>TOTAL Tower Road Construction</b>	<b>4,253,382</b>	<b>5,066,368</b>	<b>4,894,015</b>	<b>5,005,152</b>
<b>Half Cent Transportation Fund:</b>				
Various Road Projects	237,906	0	0	0
Transportation Lobbyist	0	0	0	0
TSM Program	262,187	338,076	288,161	292,650
Disabled Patient Transport	322,780	0	0	0
School Crossing Guards	178,631	28,025	121,415	121,415
Congestion Management Staff	219,274	318,091	0	0
Transportation Planning	501,559	519,972	1,116,492	1,138,863
Transit Subsidy	795,593	800,000	800,000	800,000
C/CAG Payments	143,794	145,089	155,223	155,223
HSA/Probation Client Transportation	230,000	0	0	0
Non-General Fund Reserves	3,390	3,390	0	142,031
Administration and Accounting Services	12,061	125,566	105,481	105,481
Peninsula Policy Partnership Payments	50,000	0	0	0
Website Improvement	0	0	0	0
<b>TOTAL Half Cent Transportation Fund</b>	<b>2,957,175</b>	<b>2,278,209</b>	<b>2,586,772</b>	<b>2,755,763</b>
<b>Solid Waste Fund:</b>				

## Fund Summary by Function

Fund/Budget Unit	Actual 2006-07	Revised 2007-08	Adopted 2008-09	Adopted 2009-10
SW Planning, Reporting & Monitoring	281,987	302,652	432,074	432,074
County Areas Recycling Program	825,925	552,551	584,043	572,556
Composting Program	201,954	259,223	286,395	244,395
Co-C/CAG Public Education, Hotline, Website Services	364,939	648,385	757,978	757,978
Green Building Program	152,593	264,389	215,531	195,531
County Facilities Recycling Program	121,621	250,690	267,538	267,538
Green Business Program	0	109,828	129,283	129,283
Pescadero Transfer Station	289,729	451,153	606,685	606,685
Fixed Assets	222,364	0	0	0
Pescadero Landfill Closure	9,487	1,480,000	356,640	100,000
Pescadero Landfill Maint. and Remediation	8,681	576,825	1,954,822	100,000
HMB Landfill Maintenance, Monitor and Remediation	66,881	743,700	730,831	230,831
Environmental Health Local Enforcement Agency	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	356,896	156,896
Regulatory Compliance Program	14,000	25,000	30,306	30,306
OES - HazMat Response	76,795	226,865	226,865	226,865
County Garbage and Disposal Charges	689,587	630,000	708,980	658,980
Facilities HazMat Universal Waste Charges	37,975	85,000	50,000	50,000
UST Removals and Remediations	11,109	5,000	60,000	60,000
Staff Services to SBWMA	0	0	0	0
Recycling Program - EPS	46,409	43,403	43,403	43,403
Other/Contingency	0	390,000	1,457,333	709,860
Children's Health Initiatives	2,700,000	1,400,000	0	0
Non-General Fund Reserves	6,680,251	1,930,128	1,986,617	1,986,617
<b>TOTAL Solid Waste Fund</b>	<b>14,581,304</b>	<b>12,153,809</b>	<b>12,564,341</b>	<b>8,881,919</b>
<b>TOTAL REQUIREMENTS</b>	<b>130,983,731</b>	<b>143,964,376</b>	<b>153,865,368</b>	<b>126,909,295</b>



## Department Locator

### County

#### Community Services

Real Property Services

Public Safety Communications

Fire Services

Local Agency Formation Commission

County Library

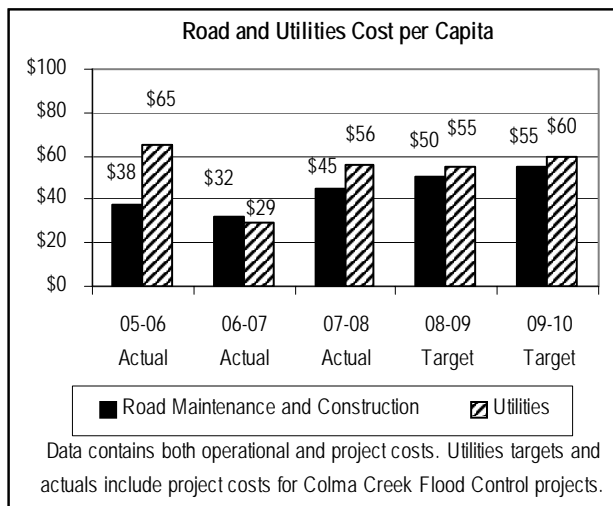
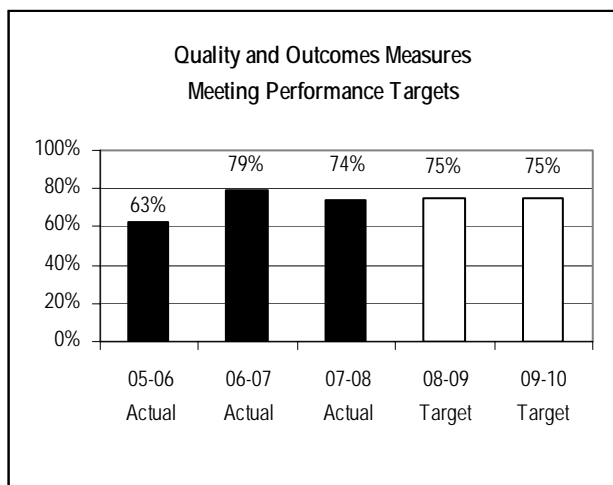
Planning and Building

Parks Department

### ► Department of Public Works

Department of Housing

## Department Measures



## Department Mission Statement

The Department of Public Works provides efficient, economical and responsive infrastructure systems and maintenance; facility engineering, design, development and maintenance; utilities and environmental services to San Mateo County. Services ensure safe, cost effective, accessible and attractive facilities.

## Contributions to Shared Vision 2010 Goals (Fiscal Years 2000-2007)

### PEOPLE

#### Realize the Potential of Our Diverse Population

##### • Public Input on Projects

Conducted extensive public input sessions on a wide variety of Public Works initiatives. Some of these included: sewer system improvements and rate increases; Airport policies and procedures for hangers, T-Shades, and tiedowns; new pavement treatments to extend the lifespan of rural roads; traffic calming measures in various unincorporated areas throughout the county.

#### 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; regular review, evaluation and updates to the program, meetings with neighborhood groups and individuals, publishing noise abatement information and procedures on the Airport's website, and regular meetings with flight schools and the Air Traffic Control Manager to address concerns identified. Installed new updated noise abatement signs at the runway entrances at San Carlos Airport to ensure the highest level of pilot compliance with the Airport's noise abatement procedures.

##### • Airport Weather Monitoring

Installed web-based 24-hour weather information services at Half Moon Bay and San Carlos Airports.

##### • Roadway Improvements

Completed road improvement projects on 60 County maintained roads.

##### • Roadway Safety Enhancements

Implemented a traffic management program to improve school area traffic safety, and traffic safety features for private development. Reduced posted speed limits on several high volume County roads.

### PLACE

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

##### • Flood Control

Completed major construction and maintenance activities in Colma Creek and San Francisquito Creek to reduce flooding potential, including channel improvements, and flood wall construction. Work was done within state and federal guidelines and regulations that protect water quality and wildlife habitats.

Performed regular maintenance for the habitat creation and enhancement project on Colma Creek.

- **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 has been expanded to enable County employees to access and request the programs offered. In FY 2007-08 the website was enhanced so that payments for transit tickets can be received on-line.

- **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; use of rubber asphalt concrete for road overlays; and evaluation of vegetation management products such as kelp extract, salt formulas, and growth regulators 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. Developed a Construction Waste Management Policy for County initiated projects, which reduces the need to landfill reusable building materials.

Secured funding to replace seven pieces of heavy road maintenance equipment with items that are more environmentally friendly and produce less greenhouse gases.

- **Mavericks Surf Contest**

Provided parking at the Half Moon Bay Airport for spectators at the Mavericks annual surf contest.

#### **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 compost bins; expansion of recycling, resource conservation, CO<sub>2</sub> reductions, and green building opportunities; developing partnerships with various departments and agencies such as Goodwill Industries, City of Palo Alto, the Human Services Agency, and Environmental Health, to find creative

ways to increase diversion, minimize any effects of new legislation, and promote resource conservation awareness.

- **Mutual Aid Plan**

Continued to implement a Countywide Public Works Mutual Aid Plan in partnership with San Mateo County cities, to facilitate the safe and orderly sharing of emergency assets throughout the County.

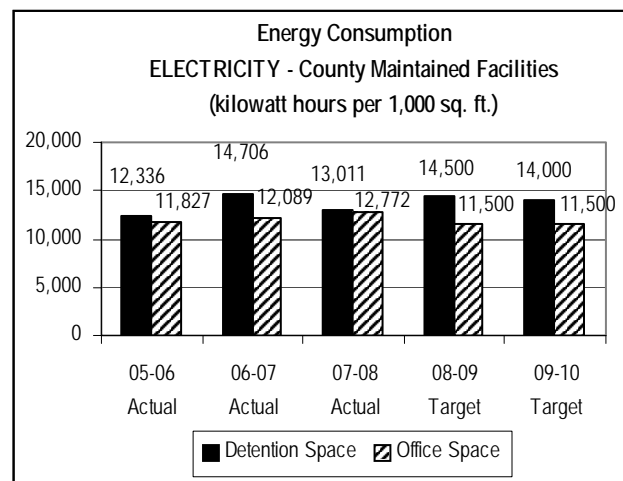
- **Energy Conservation**

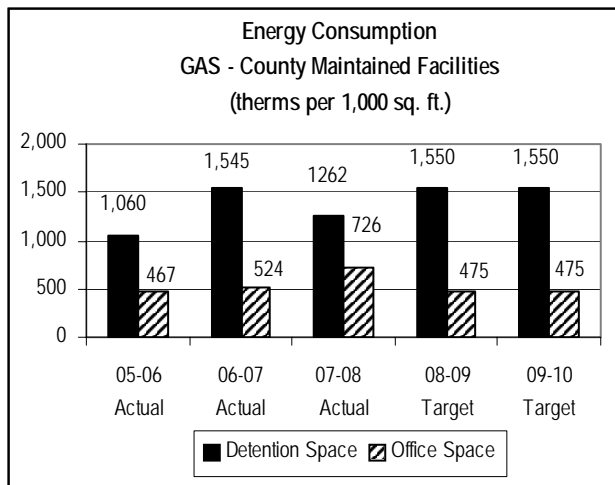
Continued to expand the alternative fuel vehicle program to include the replacement of pool and assigned mid size cars, small pick up trucks and vans, with hybrid vehicles.

Implemented the Utility Management System to monitor energy usage and conservation in County facilities and reduce CO<sub>2</sub> emissions.

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

- Developed a Green Business program in partnership with six cities and the Association of Bay Area Governments' (ABAG) Green Business Program.
- Managed and staffed a project in cooperation with the City/County Association of Governments (C/CAG) to create the "San Mateo County Energy Strategy: 2012," to reduce energy usage throughout the County.
- Designed and installed important safety improvements on Westborough Boulevard in cooperation with the City of South San Francisco.





## Major Accomplishments in FY 2007-08

### Responsive, Effective and Collaborative Government

- Expanded the use of the Computerized Maintenance Management System for Sewers, Street Lighting, and Road Construction, to also include managing County facilities.
- Merged the Capital Projects Section in the County Manager's Office into the Facilities Division of Public Works and assumed accounting responsibility for the County Debt Service Program.
- Installed lighting upgrades in various County buildings to reduce energy usage and the creation of greenhouse gases.
- Coordinated and hosted technical training programs that produced cost saving benefits for vehicle maintenance staff.

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

- Utilized internal staff to improve 20 lane miles of rural roads by applying a chip seal that will extend the life of the road and avoid having to make costly repairs in the future.
- Created an incident management plan to provide alternate routing for vehicles stuck in traffic due to significant accidents and other incidents on major roadways in the County.
- Developed, recommended, and presented sewer service charge rates through a public process to our customers and Board. 9 of the 10 districts approved the new rates that are anticipated to adequately finance the district's obligations and expenses.

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

- Completed various Americans With Disabilities Act improvements to parks, sidewalks, bathrooms, and other County facilities.
- Purchased twenty four hybrid vehicles to replace older, less fuel-efficient motor pool vehicles, thereby further reducing the County's production of greenhouse gases and consumption of fossil fuels.
- Implemented programs throughout the County to collect old tires and electronic waste to reduce environmental contamination.

- Performed regular maintenance inspections for the portions of Colma Creek and San Bruno Channel maintained by the flood control district.
- Obtained required agency permits and performed sediment and vegetation removal on the Cupids Row portion of San Bruno Channel.

### Sow the Seeds of Our Future Prosperity

- Completed \$3 million of safety, security and infrastructure improvements at the San Carlos Airport, creating jobs and other positive impacts on the San Mateo County economy.

## 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 Department's ability to maintain 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 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 vehicle fuel continue to rise, necessitating budget adjustments. 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, sewer, water and drainage facilities, and other utility and facility infrastructure are old and require extra maintenance effort to remain serviceable. Limited funding has made it extremely difficult to set aside reserves for long-term capital improvements. This impacts our ability to assure effective and uninterrupted service and makes planning for needed upgrades challenging.
- Condition of Road System**—The County maintains 315 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 of the maintained road system. It is estimated that to maintain the Pavement Condition Index at current levels would require approximately \$6.5 million per year (present value) for the next 20 years. The State will be providing funding to local jurisdictions from the proceeds of the sale of bonds authorized by the voters in November 2006 through the passage of Proposition 1B. These funds will total \$7.1 million in FY 2007-08. There will be one further installment of 1B Bond funds sometime in the future. Although these funds will help with some of the deferred maintenance, it will not provide the on-going resources needed to bring all County maintained roads up to acceptable conditions.

- **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 in order to decrease costs. Further cuts in programs due to decreasing funding availability 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
- Establishment and adoption of sanitary sewer service rates that adequately support the needs and financial obligations of the County maintained sewer and sanitation districts in order to manage and reduce spills from sanitary sewer systems that contaminate creeks and other bodies of water and root intrusion 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
- Currently there does not exist a comprehensive Capital Improvement Program (CIP) that includes all capital projects (facilities, roads, airports, parks, utilities, etc.), and that projects cash flow needs five years into the future

##### Alignment to Shared Vision:

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

##### Goal:

- Provide regular maintenance of infrastructure that serve the citizens of San Mateo County while preserving or minimizing impacts on the environment, including sensitive biological areas and habitats of endangered and/or 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 educate customers, maintain routine maintenance schedules, identify trouble spots in the sewer collection systems, and make appropriate repairs
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agricultural Commissioner

- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education
- Manage flood control facilities to ensure that they are free of obstructions, thereby protecting residents and businesses from damage resulting from flooding
- Work with homeowner association representatives and customers to develop sewer service charge rates for the Crystal Springs County Sanitation District and the Burlingame Hills Sewer Maintenance District that are acceptable to our customers while being adequate to fund required expenditures, outstanding debt, sewage treatment, and maintenance of the aging infrastructure
- Develop a comprehensive Capital Improvement Program (CIP) that includes all capital projects (facilities, roads, airports, parks, utilities, etc.), and that projects cash flow needs five years into the future, in a single report

##### Major Milestones:

- By 2011, implement an annual program in compliance with permitting agency regulations, for silt, trash and vegetation removal from flood control facilities operated by the County
- By 2011, acquire multi-year permits from regulatory agencies that have acceptable and reasonable conditions
- By 2010, develop a sewer system evaluation plan to identify the location and source of trouble spots in the collection system
- By 2009, utilize only approved herbicides and acceptable alternatives to herbicides for road side vegetation control
- By FY 2008-09, acquire and implement capital project software to interface with the Public Works Cost Accounting System

##### Partners:

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

##### FY 2008-09 Budget Impact:

An allocation of \$6.7 million has been included in the FY 2008-09 Adopted Budget to construct various sewer and flood control infrastructure improvement projects and improvements that will better serve the community and protect the natural environment.

#### 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 levels

and increasing the strength and variability of weather incidents

- County facilities emit over approximately 15,000 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

#### **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 at least 25% or 3,750 tons by 2010 (2005 baseline)

#### **Objectives:**

- Electricity supplied to existing County facilities by PG&E (the grid) will be reduced by 5% (2005 baseline)
- Energy efficient gas fired co-generation plants installed at the Maguire Jail, the Youth Service Facility, and recently approved for the San Mateo County Medical Center, will be actively monitored and maintained so that anticipated natural gas consumption increases will be leveled out. Solar panels have also been installed at the new County Crime Lab to generate electricity for that facility
- The published miles per gallon (MPG) average of the County passenger vehicle fleet will be raised to 30 MPG. Since 2001 the average MPG for County passenger vehicles has been increased from 22 MPG to 27 MPG
- The Department will evaluate the cost effectiveness of using hydrogen fuel cell technology to supplement the production of electricity for County facilities

#### **Major Milestones:**

- Regularly utilize the new automated Utilities Management System to monitor energy consumption, costs, and conservation measures at all County facilities
- Implement appropriate recommendations of studies by the Local Government Energy Partnership and PG&E for energy reduction measures
- Identify additional opportunities for renewable energy systems and implement recommendations
- Evaluate all new County vehicle purchases in order to maximize MPG and expand the fleet of hybrids and low emission vehicles including pickup trucks, vans, and mid-sized vehicles
- Implement the collaborative Energy Strategy Program for the 21 jurisdictions in San Mateo County in conjunction with C/ CAG
- Expand opportunities and public outreach education efforts on energy efficiency, renewable energy, and energy and water conservation

- Expand the Green Business Program started in FY 2007-08, to encourage San Mateo County businesses to adopt green technologies and policies

#### **Partners:**

- All departments that use County vehicles and/or occupy space in County owned or leased buildings
- Association of Bay Area Governments
- City/County Association of Governments and its Congestion Management and Environmental Quality Committee
- San Mateo Medical Center (largest energy consumer)
- Sustainable Silicon Valley
- Sustainable San Mateo County

#### **FY 2008-09 Budget Impact:**

An allocation of \$2.2 million has been included in the FY 2008-09 Adopted Budget to replace older, less efficient vehicles with more fuel efficient and environmentally friendly models. \$100,000 has been budgeted in the FY 2008-09 Adopted Capital Projects Budget to manage the installation of a new co-generation facility to produce energy for the County Hospital from cheaper and less polluting natural gas, and \$450,000 has been budgeted to support and improve the existing co-generation systems at the McGuire Jail and the Youth Services Center.

#### **Other Significant Objectives by Program**

The Public Works Department includes the following programs:

- Administrative Services
- Engineering Services
- Facilities Services
- Road Construction and Operations
- Construction Services
- Vehicle and Equipment Services
- Waste Management
- Transportation Services
- Utilities
- Airports

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

#### **Facilities Services**

- Install a new cogeneration system to provide heat and power at the San Mateo Medical Center
- Replace over 2,250 old light fixtures with energy efficient fixtures at the County Office Building, East Palo Alto Municipal Center and Government Center stairwells

#### **Road Construction and Operations**

- Implement the third phase of a Countywide traffic management program to include revised and new processes for coordinated traffic and parking programs

**Transportation Services**

- Implement an on-line payment option so that County workers can pay for transit tickets over the Internet

**Waste Management**

- Implement the new Construction Waste Management Policy and salvage, reuse, and recycle as much material as possible in the deconstruction of the old Hillcrest Juvenile Facility

**Airports**

- Complete the construction of 45 new aircraft storage hangars and 29 new T-shade spaces at San Carlos Airport
- Support the adoption of the Cool Counties initiative, the establishment of a CO<sub>2</sub> baseline for government operations and the fulfillment of Sustainable Silicon Valley (SSV) CO<sub>2</sub> Emissions Reduction Reporting

Department of Public Works (4500B)  
ALL FUNDS

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	6,428,277	6,452,287	5,680,401	5,877,947	197,546	5,877,947
Licenses, Permits and Franchises	5,707,947	5,676,557	5,619,462	5,749,761	130,299	5,931,837
Use of Money and Property	5,076,465	5,096,317	4,045,321	4,027,717	(17,604)	3,782,302
Intergovernmental Revenues	21,155,135	16,750,983	24,878,539	29,687,269	4,808,730	17,297,208
Charges for Services	7,857,084	11,478,605	10,454,532	11,037,777	583,245	11,206,768
Interfund Revenue	27,197,775	27,362,505	29,708,665	30,676,108	967,443	30,345,765
Miscellaneous Revenue	2,164,170	2,971,945	755,354	7,493,681	6,738,327	1,104,325
Other Financing Sources	1,706,441	5,706,112	6,598,000	2,475,586	(4,122,414)	2,228,000
<b>Total Revenue</b>	<b>77,293,295</b>	<b>81,495,310</b>	<b>87,740,274</b>	<b>97,025,846</b>	<b>9,285,572</b>	<b>77,774,152</b>
Fund Balance	52,166,217	56,725,951	55,674,935	55,750,635	75,700	48,046,256
<b>TOTAL SOURCES</b>	<b>129,459,512</b>	<b>138,221,261</b>	<b>143,415,209</b>	<b>152,776,481</b>	<b>9,361,272</b>	<b>125,820,408</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	30,279,422	32,310,667	35,265,314	37,347,294	2,081,980	38,301,496
Services and Supplies	43,389,605	43,597,368	52,149,939	57,941,027	5,791,088	47,488,949
Other Charges	9,098,949	10,869,946	11,066,750	12,024,637	957,887	10,998,072
Fixed Assets	7,482,062	12,801,894	20,239,650	16,548,540	(3,691,110)	6,036,000
Other Financing Uses	7,719,492	12,121,126	12,510,200	16,953,886	4,443,686	16,645,300
<b>Gross Appropriations</b>	<b>97,969,530</b>	<b>111,701,000</b>	<b>131,231,853</b>	<b>140,815,384</b>	<b>9,583,531</b>	<b>119,469,817</b>
Intrafund Transfers	(22,648,931)	(28,681,262)	(30,571,744)	(34,993,839)	(4,422,095)	(35,440,675)
<b>Net Appropriations</b>	<b>75,320,599</b>	<b>83,019,738</b>	<b>100,660,109</b>	<b>105,821,545</b>	<b>5,161,436</b>	<b>84,029,142</b>
Contingencies/Dept Reserves	35,883,458	39,764,067	31,203,304	38,085,206	6,881,902	33,060,591
Non-General Fund Reserves	19,779,674	15,925,390	12,100,963	9,958,617	(2,142,346)	9,819,562
<b>TOTAL REQUIREMENTS</b>	<b>130,983,731</b>	<b>138,709,194</b>	<b>143,964,376</b>	<b>153,865,368</b>	<b>9,900,992</b>	<b>126,909,295</b>
<b>NET COUNTY COST</b>	<b>1,524,219</b>	<b>487,933</b>	<b>549,167</b>	<b>1,088,887</b>	<b>539,720</b>	<b>1,088,887</b>

**AUTHORIZED POSITIONS**

Salary Resolution	326.0	335.0	335.0	336.0	1.0	336.0
Funded FTE	325.5	331.1	331.1	334.4	3.3	334.4

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$9,361,272 or 6.5% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Taxes

There is an increase of \$197,546 in this funding source due to increases in property tax revenue for Special Districts. The greatest increases are in flood control districts.

#### Licenses, Permits and Franchises

here is a net increase of \$130,299 in this funding source due to the implementation of a new fee to recover the processing costs of encroachment permits, partially offset by a reduction in franchise fees resulting from a decline in the amount of garbage disposed at the Ox Mountain landfill.

#### Use of Money and Property

There is a net decrease of \$17,604 in this funding source due to lower interest earned on declining Fund Balance in the Solid Waste Fund and the Airport Enterprise Fund. The Airport Fund is declining because the monies are being used for capital projects currently underway. These decreases are partially offset by a one-time property lease revenue at the Half Moon Bay Airport for the new Devil's Slide Tunnel construction and the additional interest earnings from the payment of Proposition 1B Transportation Bond received in FY 2007-08 as well as from an increase in the Utilities Fund Balance.

#### Intergovernmental Revenues

There is a net increase of \$4,808,730 in this funding source due to the following: an increase of \$5,474,457 in the repayment of gas tax funds that were withheld in FY 2007-08 and the resumption of payments for road maintenance under Proposition 42 (sales tax on gasoline); an allocation of \$1,558,526 for the Proposition 1B State Transportation Bond supplemental funding; two new Federal Aviation Agency grants in the amount of \$800,000 for the San Carlos Airport improvements; and grants for the climate projection program in the amount of \$143,250. These increases are partially offset by the elimination of a one-time Air District grant in the amount of \$1 million for clean fuel road equipment and the removal of one-time federal and state funding in the amount of \$2,161,885 for various Airport capital improvements.

#### Charges for Services

There is a net increase of \$583,245 in this funding source due to increases of \$309,520 in the reimbursement from the City/County Association of Governments for additional staff support and \$332,572 in sewer service charges. The increases are partially offset due to the completion of one-time projects by the Roads Division for outside agencies and the redistribution of revenues within the Construction Services section between Charges for Services and Interfund Revenue to match the accounts where these revenues are actually being deposited.

#### Interfund Revenue

There is a net increase of \$967,443 in this funding source due to a loan repayment of \$850,000 from the Construction Services Fund to the Solid Waste Fund, an increase of \$868,545 in payments from various departments for the replacement and repair of assigned vehicles, an increase of \$382,486 in administrative costs allocated to other sections of the Department to pay for labor cost increases and the scheduled replacement of automation equipment, and an increase of \$168,132 in Utilities services. Partially offsetting these decreases are the elimination of one-time funding in the amount of \$1,228,211 for various storm related repairs and other grant projects, and the redistribution of \$71,868 within the Construction Services section between Charges for Services and Interfund Revenue to match accounts where these revenues are actually being deposited.

#### Miscellaneous Revenue

There is a net increase of \$6,738,327 in this funding source due to project cost reimbursements in connection with the La Honda landslide from the County's one-time contribution in the amount of \$4 million and from the California Office of Emergency Services in the amount of \$2 million, an increase in the number of projects completed by the Roads Division for other agencies, and an increase in revenue for services provided to outside agencies by the Facilities section, partially offset by a reduction in reimbursements, rebates, and refunds provided to Utilities Program for various jointly sponsored projects.

#### Other Financing Sources

There is a net decrease of \$4,122,414 in this funding source due to the elimination of one-time funding in the amount of \$5 million for completed Airport construction projects partially offset by an increase of \$630,000 in resources for the Colma Creek Flood Control District.

#### Fund Balance

There is a net increase of \$75,700 in this funding source primarily due to an increase of \$4,122,416 in Utilities Program Fund Balance as a result of unanticipated revenue received in the prior year and savings from projects not completed in FY 2007-08 and an increase of \$61,000



in the General Fund due to an overpayment received in FY 2007-08 for the Fair Oaks Community, partially offset by decreases of \$1,872,054 in the Airports Fund, \$909,300 in Motor Pool Internal Service Fund, \$764,875 in the Road Funds from the use of the Road Fund Balance to meet ongoing expenses due to the State withholding gas tax revenues for the fourth quarter of FY 2007-08, \$391,803 resulting from the continued use of the Solid Waste Fund to meet ongoing expenses, and \$168,906 in the Construction Services Fund.

## **TOTAL REQUIREMENTS**

Total Requirements increased by \$9,900,992 or 6.9% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

### Salaries and Benefits

There is a net increase of \$2,081,980 in this expenditure category due to increases in negotiated labor costs, inclusion of merit increases, and annualization of mid-year position changes. These increases are partially offset because of a reduction in the use of Extra Help.

### Services and Supplies

There is a net increase of \$5,791,088 in this expenditure category primarily due to increases of: \$6 million in project costs associated with the La Honda landslide; \$1.6m in road projects due to a supplemental funding from the Proposition 1B State transportation bond fund; \$1,051,066 in the cost of goods and materials, particularly fuel, energy, and road construction materials; \$458,400 in natural gas costs; \$404,608 in maintenance costs for sewer and flood control districts; \$250,000 in mid coast drainage improvements; and \$312,021 in miscellaneous project costs. Partially offsetting these increases are decreases of: \$2,565,116 in the transfer of road construction costs in the amount of in Fixed Assets category for Government Accounting Standards Board (GASB) reporting purposes; \$1,400,000 contribution from the Solid Waste Fund to the Children's Health Initiative; \$167,917 in Engineering costs due to the delay in various road projects; and \$151,974 related to the elimination of a number of non-transportation programs from the Half-Cent Transportation Fund.

### Other Charges

There is a net increase of \$957,887 in this expenditure category due to increases in rent, property and auto insurance rates, and the County's contribution to the Army Corps of Engineers flood control project for San Francisquito Creek. This amount is partially offset because of a decrease in the interest rate for a State loan for Airport capital improvements and a reduction of \$100,000 in the contribution of the Solid Waste Fund to Environmental Health programs.

### Fixed Assets

There is a net decrease of \$3,691,110 in this expenditure category due to the elimination of one-time acquisition of roads equipment funded through an Air District grant, the completion of various Airport construction projects funded through Federal grants, and a reduction in road improvement projects due to the elimination of one time Proposition 1B Transportation Bond funds. These decreases are partially offset due to the construction of new sewer, lighting, and drainage improvements.

### Other Financing Uses

There is an increase of \$4,443,686 in this expenditure category primarily due to the annualization of the debt service payments for the Youth Services Center. These costs are recovered from other departments including the Probation Department, the Court, and the Public Health Department. The increase is also partially due to the payment of the County's contribution to the Army Corp of Engineers flood control project on San Francisquito Creek.

### Intrafund Transfers

There is a net increase of \$4,422,095 in this expenditure category due to an increase in rent charges associated with the annualization of debt service payments for the Youth Services Center and higher property insurance rates and an increase in payments from other County departments to Vehicles and Equipment for fuel charges and vehicle replacements, partially offset by the elimination of various one-time reimbursements to the Road Fund.

### Contingencies/Departmental Reserves

There is an increase of \$4,739,556 in this expenditure category due to the repayment of gas tax funds withheld by the State in FY 2007-08, the resumption of Proposition 42 (sales tax on gasoline) payments to the County, and an increase in the balance of the Internal Service Fund for the replacement of vehicles and equipment. This amount is partially offset by the reduction in Solid Waste Fund reserves to pay for ongoing expenses, the use of Utilities reserves to construct various capital improvements, and the use of Airport reserves to match grant funding for new capital projects. The balance in Reserves represents 45.4% of Net Appropriations, which exceeds the 2% Reserves policy by \$45,927,392. There is \$201,361 in General Fund Reserves. This Department is primarily funded through outside funding sources. The General Fund reimbursement is only sufficient to cover the cost of items that are not eligible to be charged to the Department's other funding sources. Non-General Fund Reserves have been increased by \$4,597,980 for a total of \$47,842,462. This reserve consists of \$25,594,989 for various Utilities Funds, \$13,991,001 for the Road Maintenance and Roadway Improvement Funds, \$4,631,415 for the Vehicle and Equipment Internal Service Fund, \$3,443,950 for the Solid Waste Fund, \$81,107 for the Construction Services Fund, and \$100,000 for the County Airports Fund.

**NET COUNTY COST**

There is an increase of \$539,720 or 98.3% in this Department/Agency's General Fund allocation due to debt service payment increase in for space occupied in the Youth Services Center in the amount of \$81,320 and the General Fund contribution of \$458,400 for natural gas cost increase.

**FY 2009-10 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$26,956,073 or 17.6% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$182,076 in this funding source due to an adjustment in the payment schedule for receipt of the per ton disposal charge for waste taken to Ox Mountain landfill. The adjustment altered the date in which payments are received.

Use of Money and Property

There is a decrease of \$245,415 in this funding source because the Solid Waste Fund has been fully depleted and therefore there are no interest payments on investments. There is also a decrease due to the elimination of one-time prior year property lease revenue at the Half Moon Bay Airport for the Devil's Slide Tunnel construction.

Intergovernmental Revenues

There is a decrease of \$12,390,061 in this funding source due to the elimination of prior one-time funding from the Proposition 1B State Transportation Bond and the elimination of one-time grant funding for various Airport capital improvements.

Charges for Services

There is an increase of \$168,991 in this funding source due to increased personnel and overhead costs related to the provision of support for the City/County Association of Governments (C/CAG). These costs are fully reimbursed by C/CAG.

Interfund Revenue

There is a net decrease of \$330,343 in this funding source primarily due to the elimination of one-time loan repayment from the Construction Services Fund to the Solid Waste Fund, partially offset by increased costs for Administration, Engineering, modifications and improvements to facilities, and fuel cost increases. These costs are recovered from other funding sources such as the Road Fund and outside customers. There is also an increase in this funding source due to annual rent increases for County facilities.

Miscellaneous Revenue

There is a decrease of \$6,389,356 in this funding source due to the deletion of one-time funding in connection with the La Honda landslide projects.

Other Financing Sources

There is a decrease of \$247,586 in this funding source due to the elimination of prior one-time funding for sewer equipment purchase.

Fund Balance

There is a decrease of \$7,704,379 in this funding source due to the use of reserves from FY 2008-09 for vehicle replacements, construction required in order to close the Half Moon Bay and Pescadero landfills, and capital improvements for various sewer, flood control, and airport projects. The use of FY 08-09 reserves resulted in fewer funds being available to carryover as fund balance to FY 09-10. This amount has been partially offset by an increase in the reserves for the Road Fund due to the receipt of Proposition 42 (sales tax on gasoline) funds.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$26,956,073 or 17.5% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$954,202 in this expenditure category due to negotiated increases and merit increases.

Services and Supplies

There is a net decrease of \$10,452,078 in this expenditure category due to the completion of the projects associated with the La Honda landslide and the construction projects that were required in order to close the landfill sites at Pescadero and Half Moon Bay. These reductions have been partially offset by increases in: costs for engineering work to design and manage road projects; costs of fuel for vehicles and equipment; and costs of energy to operate County facilities.

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Other Charges

There is a decrease of \$1,026,565 in this expenditure category due to a reduction in the costs that Environmental Health charges to the Solid Waste Fund, and a reduction in contributions made to other agencies for flood control projects that have been completed.

Fixed Assets

There is a decrease of \$10,512,540 in this expenditure category due to the elimination of costs for one-time computer and vehicle purchases, the elimination of funding for various road, sewer, flood control, and airport projects that have been completed.

Other Financing Uses

There is a decrease of \$308,586 in this funding source primarily due to the elimination of prior one-time funding for sewer equipment purchase from various sewer districts.

Intrafund Transfers

There is a net increase of \$446,836 in this expenditure category due to an increase in the rent charged for County facilities based on cost of living adjustments and negotiated salary and benefit increases. This increase is partially offset due to a reduction in the transfer of road funds for the purchase of equipment that was acquired in FY 2008-09.

Contingencies/Departmental Reserves

There is a decrease of \$5,163,670 in this expenditure category due to the use of reserves that had been saved for the completion of roadway improvements, for the acquisition of vehicles based on a replacement schedule, for the completion of various sewer and flood control projects, for the completion of various airport construction projects, and for on-going expenses in the Waste Management Program that exceed revenues. This decrease has been partially offset by revenue from the Courts for the participation of its employees in the Commute Alternatives Program. The balance in Reserves represents 51% of Net Appropriations, which exceeds the 2% Reserves policy by \$41,199,570. There is \$201,361 in General Fund Reserves. This Department is primarily funded through outside funding sources. The General Fund reimbursement is only sufficient to cover the cost of items that are not eligible to be charged to the Department's other funding sources. Non-General Fund Reserves have decreased by \$5,163,670 for a total of \$42,678,792. This reserve consists of \$23,289,674 for various Utilities Funds, \$11,895,187 for the Road Maintenance and Roadway Improvement Funds, \$4,539,380 for the Vehicle and Equipment Internal Service Fund, \$2,696,477 for the Solid Waste Fund, \$116,043 for the Construction Services Fund, and \$142,031 for the Half Cent Transportation Fund.

**NET COUNTY COST**

No change.

## Administrative Services (4510P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### ► Administrative Services

Engineering Services

Facilities Services

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

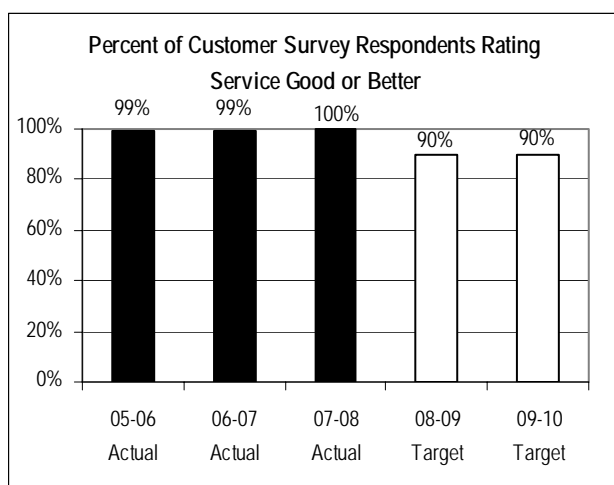
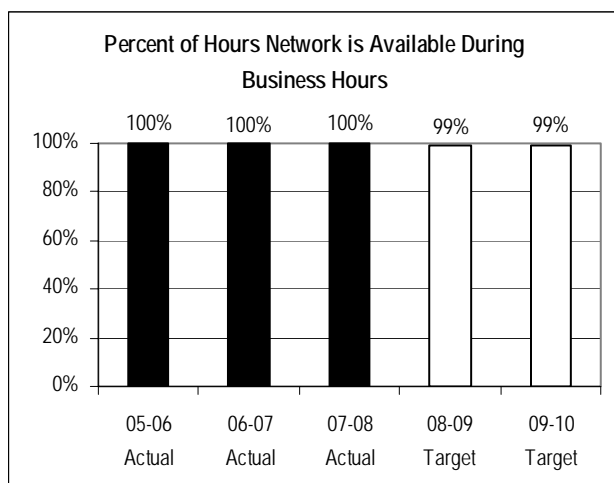
Waste Management

Transportation Services

Utilities

Airports

### Headline Measures



### Program Outcome Statement

The Administrative Services Program guides and supports the Department 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 four key areas: Business Systems, Financial Services, Human Resources, and Safety/Training. 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:

- Completed a comprehensive update for the Department's Policy and Procedures Manual
- Completed several information technology infrastructure improvements including server, workstation and printer replacements; software upgrades; and updated the Information Technology Strategic Plan and completed cross training of information technology staff
- Participated in various Countywide programs, initiatives and committees including Fiscal Officers Training Academy, Countywide Geographic Information System Solutions Committee, County/City Public Works Mutual Aid Committee, the San Mateo County Terrorism Task Force, the Web Advisory Group, the Learning Management System Committee, Service Charges Committee, and the Pandemic Flu Planning Committee
- Completed the Pandemic Influenza Continuity of Operations Guide for the Department
- Completed the implementation of the Utility Management System to monitor energy usage and conservation throughout the County
- Expanded and provided training on the Facility Condition Information System which will be used to develop the County's Capital Improvement Plan
- Facilitated the merger of the Capital Projects Section in the County Manager's Office into the Facilities Services Division of Public Works
- Assumed responsibility for the monitoring and accounting functions of the County Debt Service Program

### 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 Department.

Each year the Program surveys Department 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%.

Business Systems initiated and completed a number of service improvements in FY 2007-08. An annual maintenance plan continues to be updated to provide a process and schedule for server upgrades, software upgrades and workstation replacements. This ongoing effort contributes to continued high performance in the network availability rate of 99%. The Project Selection Tool, which is composed of three major departmental systems including Pavement Management, Cost Accounting Management System, and Geographic Information System, were integrated to provide Engineering Services Staff with improved work processes essential for the development of projects. Cross training of staff is continuing, which has resulted in better coverage and faster service, increasing the number of service requests responded to in 24 hours.

Program staff organize and plan a wide range of Department trainings. During the calendar year 2007, more than 93 courses were attended and 34,332 training hours were completed in the following areas: Technical and Career Development-51% and Safety-49%. An Electronic Document Management System (FileNet) was designed for Public Works during FY 2007-08. This system is used to locate and retrieve files and electronic and/or hardcopy filing plans and standards for the Department and will substantially reduce the amount of paper copies produced and retained.

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

- To increase the level of services in the areas of: IT applications and response; Computerized Maintenance Management System support; electronic timekeeping; and improving overall document management
- To keep current with technology trends
- To complete the alignment of the Public Works specific layers in GIS so that key reference points align exactly with the aerial photographs that were completed in FY 2006-07
- To implement an automated Capital Improvement Program package to assist with the budgeting, planning, management, financial forecasting, and presentation of the County's Five-Year Capital Improvement Program

**Program Objectives**

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

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Explore available resources to acquire additional application development and training capability

- Implement a contract tracking system to provide timely expenditure and contract expiration information to management staff
- Complete implementation of and the training in the Electronic Document Management System, including the scanning of legacy documents (maps, project documents and historical documents)
- Implement new time keeping system so that all staff located at 555 County Center will be using the Department's Cost Accounting Management System to key in their own timecards by 2010
- Develop and implement a manager training program on automated systems and personnel practices by 2009
- Implement an online payment system for PG&E invoices by 2010
- Implement Oracle 10g and new server to house custom applications for the Department by 2009
- Complete migration to Internet Protocol communication to comply with County standards by 2009
- Complete installation of a new server room at San Carlos Airport by 2009

Maintain a 99% 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 by 2009
- Complete training of new accounting staff in all functional areas, particularly in the area of new applications for the Cost Accounting Management System by 2009
- Implement a new update of the Cost Accounting Management System to address a number of issues that have been identified with the accounting system for Vehicles and Equipment by 2009

Maintain a 99% Response Rate to Information Technology Service Requests Resolved within 24 Hours

- Continue to utilize virtual server technology on all servers to minimize catastrophic server downtime by 2009
- Continue cross training of staff in all Information Technology areas by 2008 and ongoing

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of hours network is available during business hours	2,238	2,242	2,242	2,230	2,230
Number of work authorizations processed	2,145	2,296	2,621	2,100	2,100
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of time network is available during business hours	100%	100%	100%	99%	99%
Percent of work authorizations processed within five days	96%	98%	98%	98%	98%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of information technology service requests resolved within 24 hours	490 / 98%	511 / 99%	495 / 99%	500 / 99%	500 / 99%
Number and percent of reimbursable work authorization expenditures fully reimbursed	1,113 / 99%	1,225 / 99%	1,382 / 99%	1,200 / 99%	1,200 / 99%
Number and percent of customer survey respondents rating services good or better	23 / 99%	11 / 99%	5 / 100%	25 / 90%	30 / 90%

Administrative Services (4510P)  
Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	29.8	27.9	27.9	27.9		27.9
<b>Total Requirements</b>	4,284,280	4,345,321	5,367,312	5,820,798	453,486	5,762,483
<b>Total Sources</b>	4,160,287	4,153,952	5,114,943	5,568,429	453,486	5,510,114
<b>Net County Cost</b>	123,993	191,369	252,369	252,369		252,369
<b>NCC Breakdown</b>						
Non-Mandated Services			252,369	252,369		252,369

## Discretionary Net County Cost

The portion of this Program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$252,369 or 4.4%, of which 100% is discretionary. This discretionary amount includes the County's contractual agreement with the City of Redwood City for the Fair Oaks Community Center.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increase in facility rent charges; increase in workers compensation charges; and decrease in negotiated ISD service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
369,358	334,358	0	0	(35,000)	0

### 2. Server Replacements

The purchase of three servers will support the Department's IT plan for upgrading and replacing equipment to keep pace with changing technology and to provide reliable, capable support for the Department. The Department will also establish wireless connectivity to link the Grant Yard location, the San Carlos Airport, and the County Center.

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

### 3. Laptops for Training

The Department will purchase ten laptops to assist on the training of staff. Laptops are used for this purpose because the Department has many locations. Laptops provide the flexibility to arrange for the training where it will create the least disruption to the workflow and minimize lost work time.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	5,000	0	0	5,000	0

### 4. Position Upgrade: IT Technician to IT Analyst

An IT Tech position has been upgraded to an IT Analyst position in order to better meet the needs of the Department. New IT staff are generally recruited at the entry level so that the Department can train and retain these individuals by offering promotional opportunities. The Department has been expanding its automation capabilities in order to respond to greater demands for information and efficiency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
23,128	23,128	0	0	0	0

### 5. Adjustments to Fund Balance

Fund Balance has been increased due to an overpayment in the prior year for the Fair Oaks Community Center. This overpayment will be returned in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
61,000	61,000	0	0	0	0

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
453,486	453,486	0	0	0	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; elimination of one-time purchases of computers and software; and increased reimbursement from other Public Works budget units to cover the Department-wide overhead costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,685	2,685	0	0	0	0

**7. Adjustments to Fund Balance**

Fund Balance has been reduced to reflect the return of an overpayment in the prior year for the Fair Oaks Community Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(61,000)	(61,000)	0	0	0	0

## TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(58,315)	(58,315)	0	0	0	0



## Engineering Services (4600P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### Administrative Services



#### Engineering Services

#### Facilities Services

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

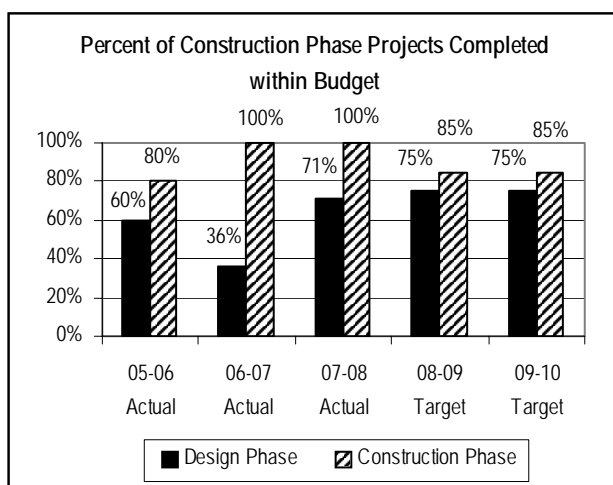
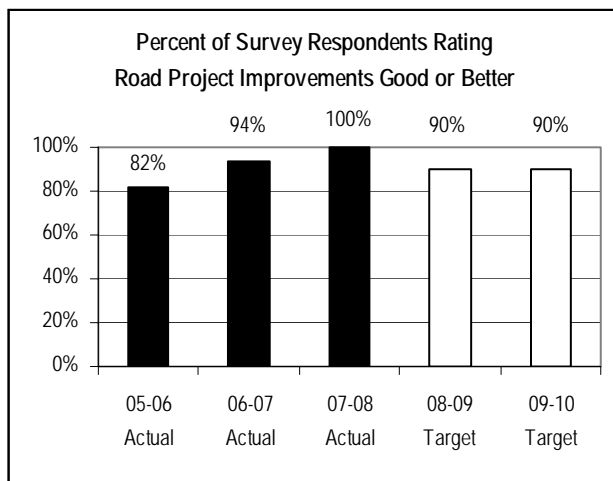
#### Waste Management

#### Transportation Services

#### Utilities

#### 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, Airports, Parks and flood control improvement projects.

The following are major accomplishments in the current year:

- Inspected and managed the salmonid barrier improvement project at McGarvey Gulch in Huddart County Park Completed the plan and specification of the fish passage barrier modification project to Sequoia Flat Crossing in Memorial Park
- Inspected and managed the airport hangar improvements at the San Carlos Airport
- Inspected and managed the construction of a restroom facility in Memorial Park
- Designed and inspected surface treatment projects in the Burlingame Hills, Emerald Lake Hills, Montara, Moss Beach, El Granada, Miramar and Lobitos Creek areas
- Designed and inspected roadway improvements in the North Fair Oaks, West Menlo, and Princeton by the Sea areas
- Developed design plans and investigated the possibility of creating an assessment district to finance the cost for the stabilization of a failed hillside in La Honda
- Installed colored slurry seal bike lanes on Westborough Boulevard in the South San Francisco area
- Completed road inspection and updated the Pavement Condition Index (PCI) of a portion of the County maintained road system to ensure that road segments selected for treatment are based on the most current information
- Designed and constructed concrete sidewalk and access ramp improvements compliant with the Americans with Disabilities Act (ADA) in San Mateo Highlands and West Menlo areas
- Constructed metal beam guardrail at the median on Westborough Boulevard in the South San Francisco area

## 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.

Capital Improvement funding resources continue to decrease from year to year as Road Fund revenues, which are used to supplement State funding contributions, do not keep up with increased costs in developing, maintaining and constructing improvements. With financial resources becoming more limited, the Engineering Services Program is continuing to evaluate road treatment options that can more efficiently maintain the County's infrastructure at acceptable condition levels. In this regard, Engineering Services continues to monitor the performance and effectiveness of any new technologies used previously, such as the modified type of road reconstruction method used and the drainage detention systems installed in FY 2006-07 for reducing localized ponding of water, in order to determine if they should be used in future projects. 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, as well as teaming with other agencies on projects of joint interest.

Engineering Services has retrained staff in order to provide flexibility in staffing assignments that address voids resulting from retirements and reassignments. In addition, Engineering Services will continue to consider its abilities to provide necessary services at appropriate cost levels. Engineering and surveying services will be provided by subcontractors where internal resources are not adequate to address current needs. Staffing levels and service demands will be continuously monitored to ensure that Engineering Services is efficiently addressing departmental needs. Staffing assessments will also be on going in order to evaluate the range of internal services that can benefit Engineering Services. In FY 2007-08, staff from Engineering Services worked with the Roads, and Facilities Divisions and Parks Department to assist them with their projects and operations.

The Program also provides service to customers at the counter seeking information related to maps and survey records. A self-service model, adopted in November 2005, allowed customers to conduct much of their own research and retrieve information being sought. The Program continues to enhance and expand this model and will complete a prototype in FY 2007-08, which would allow

maps and survey records to be released on the web, eliminating the need for the customers to come into the County office. The changes will result in cost savings to the Program and increase customer satisfaction, as many have requested this capability. The Program continues to expand its use of Geographic Information System 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 continue to investigate and evaluate surface treatments that provide alternative and cost effective means of maintaining the County's road network
- To continue to assume responsibility for additional project management needs in sewers for projects mandated by the Clean Water Act that are financed by user charges; in parks where State Bond money is available for capital improvements; and local Airport improvements, based on available funding
- 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 evaluate the effectiveness of installed drainage detention systems that can alleviate common localized flooding issues experienced in the North Fair Oaks area
- To secure the cooperation of the California Department of Transportation and the various regulatory agencies to ensure that all environmental requirements are addressed in a timely fashion in order to meet project schedules

### Program Objectives

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

#### Maintain an Overall Customer Satisfaction Rating of at Least 90% for Road Improvement Projects

- Continue to improve the public input and public notification processes by FY 2008-09 and ongoing
- Continue to utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects by FY 2008-09 and ongoing
- Continue to explore, evaluate and implement improved methods for improving the Pavement Condition Index and reducing cost per mile by FY 2008-09 and ongoing

#### Achieve and Maintain a Rate of 85% of Projects Completed Within Budget

- Explore and implement processes and systems to improve productivity and accuracy by FY 2008-09 and ongoing
- Explore and implement processes and systems that minimize potential cost impacts both during the design and project construction phases by FY 2008-09
- Provide internal and external training programs, including mentoring, that will enable staff to increase its level of expertise on project assignments by FY 2008-09

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of roads, sewer, watershed, and parks projects funded	71	54	61	55	55
Number of counter service requests for maps and survey records	541	374	383	375	350
<b>How Well We Do It (Quality / Efficiency)</b>					
Number and percent of customers rating maps/survey records counter services good or better	28 / 100%	34 / 100%	32 / 100%	30 / 90%	30 / 90%
Percent of projects completed on time and within budget:					
- Design phase on time	89%	92%	86%	85%	85%
- Design phase within budget	60%	36%	71%	85%	85%
- Construction phase within budget	80%	100%	100%	85%	85%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of customer survey respondents (residents) rating road project improvements good or better	18 / 82%	38 / 94%	22 / 100%	25 / 90%	25 / 90%

Engineering Services (4600P)  
Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	31.0	30.0	31.0	30.0	(1.0)	30.0
Funded FTE	30.5	29.8	30.8	29.5	(1.2)	29.5
 Total Requirements	4,225,639	4,289,725	5,188,234	4,962,383	(225,851)	5,084,460
Total Sources	4,210,441	4,193,101	5,091,610	4,865,759	(225,851)	4,987,836
Net County Cost	15,198	96,624	96,624	96,624		96,624
 NCC Breakdown						
Non-Mandated Services			96,624	96,624		96,624

## Discretionary Net County Cost

The portion of this Program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$96,624 or 1.9%, of which 100% is discretionary. This discretionary amount represents the County Engineer function not chargeable to other County funds or programs.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and elimination of one time road and other construction project expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(108,753)	(108,753)	0	0	0	0

### 2. Transfer of Associate Engineer to Special District Administration

An Associate Engineer position has been transferred to the Utilities division based on the expanding management needs of the sewer district.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(117,098)	(117,098)	0	0	0	(1)

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(225,851)	(225,851)	0	0	0	(1)

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and increased reimbursement from the Road Fund to cover these increased expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
122,077	122,077	0	0	0	0

## Facilities Services (4730P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### Administrative Services

#### Engineering Services



#### **Facilities Services**

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

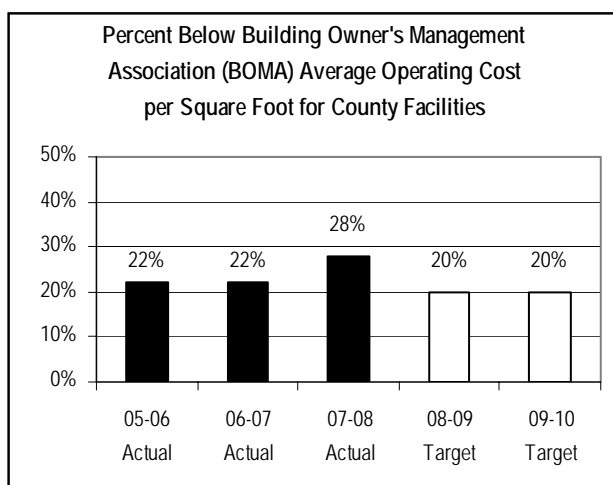
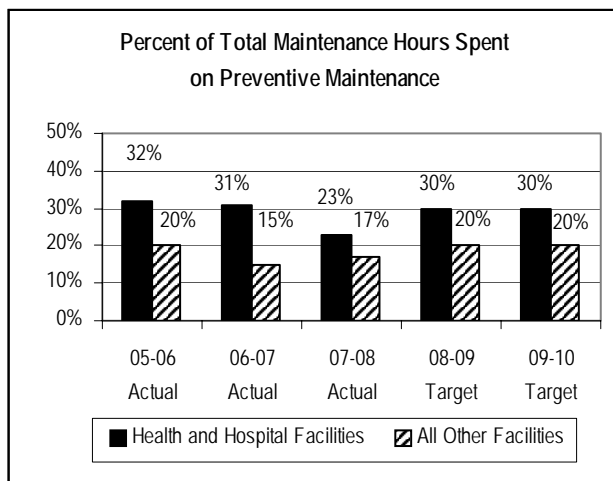
#### Waste Management

#### Transportation Services

#### Utilities

#### Airports

### Headline Measures



### Program Outcome Statement

County Facilities Maintenance of the Facilities Services Program preserves the County's capital assets and infrastructure by operating and maintaining all facilities, with the exception of health and hospital 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 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. Project Management ensures that the County's Capital Projects are constructed in a timely and cost-effective manner, and are designed to be consistent with the County's commitment to environmental preservation.

### Services and Accomplishments

Facilities Services 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:

- Developed a plan to record and distribute information about the location and operation of equipment specific to each facility
- Implemented lighting upgrades at the County Office Building that reduced kilo watt hours by over 176,000 per year and CO<sub>2</sub> emissions by 44 tons per year
- Completed cost savings studies and identified eight additional buildings for light retrofits
- Established an on-call program to assure responsive off-hours service at the Government Center
- Replaced over 2,250 old light fixtures with energy efficient fixtures at the County office building, East Palo Alto Municipal Center, and Government Center stairwells
- Developed and implemented new survey methods for obtaining customer feedback on custodial services
- Streamlined the process for coding specific custodial related activities to ensure more accurate tracking and reporting
- Passed the Joint Commission survey with no "Requirement for Improvements" in the County's Health and Hospital facilities
- Completed an Integrated Energy Audit, retro-commissioning, and Demand Response Audit for the Health and Hospital

facilities; some of the measures were completed and received a rebate check of \$25,779

- Signed a turnkey contract with Northstar Power to install a 1 megawatt cogeneration unit at the Medical Center designed to save approximately \$100,000 per year in energy costs
- Selected and installed new Project Management software that interfaces with the existing cost accounting system

### Story Behind Performance

In FY 2007-08, the Program contracted with Applied Management Engineering to conduct a comprehensive building inventory that included the square footage and condition of all mechanical, electrical and plumbing systems as well as wall surfaces, flooring, and roofs. The resulting assessment report, called the Facilities Condition Index, was used as a basis for recommending and justifying funding for capital projects for FY 2008-09 and FY 2009-10. The combination of improvement projects, long-range planning for new buildings, and regular maintenance and retrofits should continue to improve the assessed condition of the buildings.

Facilities Services continues to evaluate and implement cost saving measures to keep cost per square foot below the Building Owners and Managers Association (BOMA) standard, and energy savings projects have remained a high priority for both the cost savings benefit as well as the reduction of CO<sub>2</sub> levels. During FY 2007-08 Facilities Services partnered with the Association of Bay Area Governments (ABAG) and Pacific Gas & Electric (PG&E) to complete energy retro-commissioning projects at Maguire Jail. In-house staff added controls, placed Variable Frequency Drives, and refurbished the economizers for the air handling system. The cost of the work was fully rebated through available energy incentive programs. The Program also worked with the Waste Management Section of Public Works to make the County office building light retrofit a total green project by recycling over 19,000 pounds of plastic, metal, cardboard, and copper.

To help support practices and policies on conservation and environmental responsibility, Building Services implemented a pilot program of using cleaning products manufactured by Green Earth, a company that manufactures green certified products. Beginning with the new Youth Services Center, the program was successful and use of this product line has expanded to other facilities within the County.

Capital Projects increased staffing this year to absorb the additional project management work associated with new construction and facility improvements. Capital Projects used this change as an opportunity to create an entry-level classification that encourages upward mobility from within County ranks. Eligible employees are selected through a competitive process and provided with training to become journey level Construction Project Managers. Health and Hospital Facilities Maintenance developed policies and procedures on the Utilities Management and the Fire Safety programs. These programs provide detailed descriptions of hospital plant systems, maintenance procedures and emergency failure action plans.

Completing timely preventive maintenance (PM) on equipment and systems remains an important focus for the Program. Although staffing shortages this year in County Facilities Maintenance due to retirements, resignations and injuries resulted in a less than optimal number of PMs completed, priorities were set and schedules were adjusted to assure critical PMs were done. Although some positions may be held vacant until the impact of the Courts taking over responsibility for four buildings is known, the Program has been able to leverage available resources and continues to receive high customer satisfaction ratings. Building Services developed and began using a new customer satisfaction survey designed to give specific feedback on core services performed by custodial staff. To effectively monitor the quality of work performed by contractors who provide custodial services in County owned and leased building in outlying areas, the Program developed and implemented an additional survey process that has proven to be a valuable tool in assuring that contract specifications are being met.

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

- To anticipate and deal with fluctuations of energy consumption and costs as the Public Utilities Commission authorizes increases based on climatic and world conditions
- To effect a gradual change-over of older computerized energy management systems to the newer and more efficient system currently installed in new buildings
- To anticipate and manage changes in services when the Courts take over four facilities within the next two years

### Program Objectives

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

#### Increase the Percent of Total Maintenance Hours Spent on Preventive Maintenance to 30% for Health and Hospital Facilities Maintenance and 20% for County Facilities Maintenance

- Complete a new design to modify existing systems to eliminate requirements for regular supervision of high-pressure boilers at the Hospital by 2010
- Compile information about the location and operation of equipment specific to certain facilities and develop a quick reference guide by 2010

#### Maintain Facility Costs per Square Foot at 20% Below Building Owner's Management Association (BOMA) Average

- Continue to work with PG&E to explore ways to save energy and reduce costs by 2009 and ongoing
- Standardize all paper products used within County facilities and that are supplied by Building Services, basing selections on cost and environmental impact factors by 2009
- Identify a resource to provide meaningful cost comparisons for the maintenance of Health and Hospital facilities on a cost per square foot basis by 2010
- Develop a new capital projects process to improve project scope definition and cost estimate information by 2009

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Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Install a Dynamic Portal link to the Computerized Maintenance Management System to allow automatic notification to customers on the status of work requests and when work is completed
- Transfer all capital project data to a new database and establish procedures for updates and cost accounting relationships

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of hours spent on preventive maintenance for:					
- County facilities maintenance	4,710	4,429	4,309	4,500	4,700
- Health and hospital facilities maintenance	1,702	2,431	1,769	1,600	1,600
Number of square feet maintained:					
- County facilities <sup>(1)</sup>	2,240,333	2,499,948	2,570,333	2,595,000	2,595,000
- Custodial	1,812,310	1,918,085	1,918,085	1,918,085	1,918,085
- Health and hospital facilities <sup>(2)</sup>	599,660	599,660	689,669	689,669	689,669
Number of work service requests:					
- County facilities	7,938	8,824	8,824	8,000	8,000
- Custodial	252	508	374	500	500
- Health and hospital facilities	5,106	5,829	6,558	6,000	6,000
Number of funded facilities/capital projects managed by Public Works project management staff	82	98	159	125	125
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of preventive maintenance completed within prescribed time frames:					
- County facilities	---	56%	26%	60%	70%
- Health and hospital facilities	---	82%	78%	90%	90%
Percent of funded facilities/capital projects managed by Public Works project management staff completed on time and within budget	99%	100%	100%	98%	98%
Percent below Building Owner's Management Association International (BOMA) average operating cost per square foot for County Facilities	22.3%	21.7%	28.3%	20%	20%
Number and percent of customers rating services good or better:					
- County Facilities	48 / 95%	36 / 88%	68 / 93%	125 / 90%	130 / 90%
- Custodial	337 / 99%	110 / 99%	87 / 98%	140 / 90%	150 / 90%
- Health and Hospital Facilities	89 / 71%	29 / 58%	68 / 92%	90 / 90%	95 / 90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of total maintenance hours spent on preventive maintenance					



Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
- County Facilities	20%	15%	17%	20%	20%
- Health and Hospital Facilities	32%	31%	23%	30%	30%
Number and percent of square feet with Facility Condition Index (FCI) of five or below <sup>(3)</sup>	--- / ---	1,187,475 / 48%	1,590,988 / 60%	1,523,347 / 65%	1,600,000 / 68%

(1) Square footage maintained by County Facilities will increase in FY 2008-09 when the new Children's Receiving Home opens at the Youth Services Center campus.

(2) An inventory of buildings maintained by Health and Hospital Facilities was done in FY 2007-08 and showed additional footage that had not been previously reflected.

(3) A Countywide facility condition assessment was completed early in 2007 and is being used to help prioritize improvements needed. The decision was made to change target criteria to five instead of ten.

## Facilities Services (4730P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	106.0	112.0	112.0	112.0		112.0
Funded FTE	104.4	110.2	110.2	111.9	1.7	111.9
 Total Requirements	 8,903,764	 8,769,140	 7,408,338	 8,072,083	 663,745	 8,216,073
Total Sources	6,981,013	8,448,499	7,087,458	7,211,483	124,025	7,355,473
Net County Cost	1,922,750	320,641	320,880	860,600	539,720	860,600
 NCC Breakdown						
Emergency Services JPA			27,090		(27,090)	
Mandated Services				458,400	458,400	458,400
Non-Mandated Services			293,790	402,200	108,410	402,200

### Discretionary Net County Cost

The portion of this Program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$860,600 or 10.7%, of which \$402,200 is discretionary. The discretionary amount includes facilities maintenance for the San Mateo County Fairgrounds, Lathrop House, the Old Courthouse, the County Child Care facility, and the ISD Radio facility.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increase in debt service payments primarily for the Youth Services Center; increase in property insurance premiums; and decrease in vehicle replacement

charges. Revenue and Intrafund Transfers adjustments represent greater County-owned facility rent charges to offset the increases in operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
123,846	4,559,398	(4,354,232)	0	81,320	0

## 2. Natural Gas Cost Increase

The Association of Bay Area Governments (ABAG) notified the County in June 2008 that the projected costs for natural gas for FY 2008-09 would increase by 19%. Adjustments have been made accordingly to reflect this cost increase.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	458,400	0	0	458,400	0

## 3. Adjustments to Fund Balance

Increased Fund Balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
179	0	0	179	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
124,025	5,017,798	(4,354,232)	179	539,720	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

## 4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increased revenue and reimbursements due to higher rent charges; and increased appropriations for energy costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
143,990	682,641	(538,651)	0	0	0

## Road Construction and Operations (4520P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Services



#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

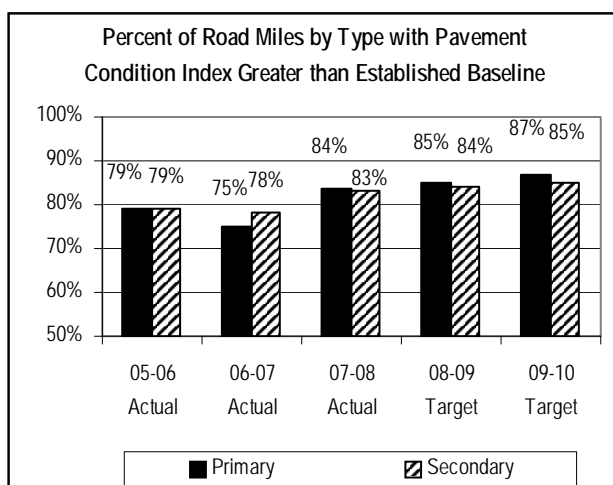
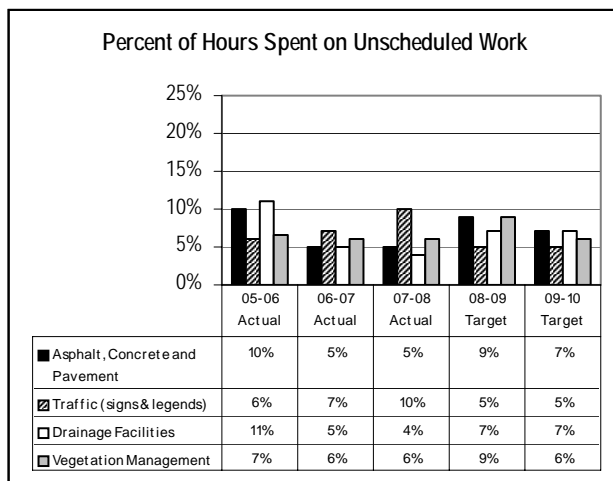
#### Waste Management

#### Transportation Services

#### Utilities

#### 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 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 of this Program.

The following are major accomplishments in the current year:

- Completed the pilot phase of an in-house Chip Seal Program
- Obtained necessary permits and replaced a number of damaged culverts in an environmentally sensitive area
- Installed an extensive drain field within a large slide mass in order to dewater the site and to eliminate reliance on electrical systems in the dewatering effort
- Completed road improvement projects on over 60 County maintained roads
- Implemented the third phase of a Countywide traffic management program including interagency efforts toward improving school area traffic safety, and new processes for approving enhanced traffic safety features for private development
- Reduced posted speed limits on several high volume County roads
- 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
- Developed a Right of Way Maintenance Guide brochure, explaining County and property owner responsibilities within the road Right of Way
- Developed long term training programs addressing on the job safety

### Story Behind Performance

Road Maintenance implemented an in-house Chip Seal program in FY 2007-08. Utilizing existing workers and equipment, and coordinating with other agencies for additional equipment, training, and advice, approximately 20 lane miles of deteriorated road in the County's coast side areas were sealed. The project produced quality results, was cost effective, and well received by residents. The Chip Seal program will continue into FY 2008-09 with plans to seal approximately additional 40 lane miles in coast side areas.

The impending receipt of \$7,100,000 in voter approved transportation funding (Proposition 1B) has enabled Road Maintenance to fill some longstanding vacancies and will offset the costs of fuel and material costs, along with the increasing costs of salaries, benefits and worker's compensation insurance.

This additional funding also impacts both percent of hours spent on unscheduled work and the percent of road miles by type with a Pavement Condition Index greater than the established baseline. Newly improved roads require fewer maintenance hours and are less prone to conditions that require emergency repairs. As improvement projects are completed on older roads, the overall Pavement Condition Index rating increases. The Program surveys one-third of the County's 315-mile road inventory each year, and it is expected that the Pavement Condition Index will continue to increase for both primary and secondary roads through FY 2009-10.

Road Operations provides staffing at the Planning and Building Department to perform engineering review of private development applications, site inspections for stormwater control measures and issue various types of permits. The Section implemented new processes that streamlined storm drainage plan reviews, and staffed the newly formed Midcoast Stormwater Drainage Committee. Road Operations also implemented a new Public Works case management process within the Planning and Building Department's data management system, reducing the paperwork burden associated with issuing permits and enabling the public to view encroachment permits and other road-related approvals online.

Customer satisfaction in all areas surveyed continued to exceed the County standard of 90%. The process of surveying customers that directly request road services was streamlined to coordinate better with the Computerized Maintenance Management System and options for expanding both survey distribution methods and mediums are being explored in an effort to get additional customer feedback.

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

- To strike a balance between effective vegetation management and EPA regulations and property owner concerns
- To obtain regional permits that will cover all of unincorporated San Mateo County for work done in environmentally sensitive areas
- To continue to maintain a high level of service while finding ways to comply with newly proposed Municipal Regional Permit requirements
- To continue to meet demands for additional traffic calming, speed reduction, parking demands and safety improvements on County maintained roads
- To meet increasingly stringent regulatory requirements in permitting and inspecting stormwater treatment and management facilities
- To implement the County's Green Building Program streamlining processes in Road Operations
- To develop a master plan for addressing storm drainage in the Midcoast area

## Program Objectives

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 the County Planning Department to reduce delays for maintenance work in sensitive areas by 2010
- Continue to evaluate alternatives to herbicides to eliminate handwork and reduce weed-related damage to roads by 2009 and ongoing
- Develop a long range plan for replacing aging and unreliable vehicles, equipment and tools by 2009
- Work closely with Engineering Services staff on all phases of project development and construction and assure that walk-throughs are scheduled after projects are completed to make sure the work meets maintenance requirements by 2009
- Develop a long range work plan for dealing with trees that distort road and sidewalk areas by 2010

### Maintain the Pavement Condition Index of the County-Maintained Road System at Current Levels

- Continue to use the Pavement Management System to prioritize the repair of substandard roads by 2008 and ongoing
- Continue and expand the in-house Chip Seal Program to extend the life of paved surfaces and reduce future maintenance needs by 2009 and ongoing

### Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Explore options for expanding the distribution method of customer satisfaction surveys by 2009
- Develop standards for response to customer requests for service based on nature of the request and severity by 2010
- Implement fee schedule for permits for construction activities in the public right of way, oversize load permits, street closure permits and street parking regulations by 2010
- Develop and implement the fourth phase of a Countywide traffic management program to include revised and new processes for coordinated traffic and parking programs and expanded options for non-vehicular travel along County-maintained roads by 2011

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of service hours for:					
- Asphalt and concrete pavement	17,208	20,274	15,718	16,500	16,500
- Traffic signs, striping and legends	4,552	3,902	4,519	4,000	4,000
- Drainage facilities	15,808	12,605	14,009	12,000	13,000
- Vegetation management	13,763	16,861	14,842	10,000	9,500
- Project preparation work <sup>(1)</sup>	1,584	2,174	3,343	3,000	3,500
Number of requests for service from the public or other agencies for:					
- Asphalt and concrete pavement	88	86	63	75	75
- Traffic signs, striping and legends	70	84	117	70	70
- Drainage facilities	53	26	34	30	30
- Vegetation management	124	88	110	95	95
Number of maintained miles <sup>(2)</sup>	316	316	316	315	315
- Primary	102	102	99	99	99
- Secondary	214	214	216	216	216
Total productive hours for the Road Maintenance Section (includes overtime and on-call hours)	90,999	88,985	89,427	92,000	93,000
Number of lane miles					
- Sealed	53	0	29	50	50
- Resurfaced	14.4	13.6	4.0	5	5
- Reconstructed	1.2	1.9	1.3	1.5	1.5
Number of service requests for Traffic <sup>(3)</sup>	273	218	235	200	200
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of work completed according to schedule for:					
- Asphalt and concrete pavement	89%	94%	95%	91%	93%
- Traffic signs, striping and legends	94%	93%	91%	95%	95%
- Drainage facilities	89%	95%	96%	93%	93%
- Vegetation management	93%	94%	94%	91%	94%
Cost per mile	\$17,144	\$19,024	\$23,582	\$19,500	\$20,000
Percent of productive hours lost as result of injury	5.8%	4.7%	4.4%	4.0%	4.0%
Percent of productive hours spent on modified work assignments <sup>(4)</sup>	2%	1%	2%	2.5%	2.5%

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
Cost per lane mile:					
- Sealed	\$17,000	\$0	\$27,538	\$25,000	\$25,000
- Resurfaced	\$127,000	\$124,406	\$191,625	\$200,000	\$200,000
- Reconstructed	\$438,000	\$479,510	\$604,032	\$650,000	\$650,000
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of hours spent on unscheduled work for:					
- Asphalt and concrete pavement	1,867 / 10%	1,039 / 5%	684 / 5%	1,500 / 9%	875 / 7%
- Traffic signs, striping and legends	276 / 6%	243 / 7%	260 / 10%	200 / 5%	200 / 5%
- Drainage facilities	1,286 / 11%	570 / 5%	350 / 4%	750 / 7%	910 / 7%
- Vegetation management	888 / 7%	1,035 / 6%	818 / 6%	1,000 / 9%	570 / 6%
Number and percent of customer survey respondents rating services good or better:					
- Service requests	26 / 92%	40 / 85%	27 / 80%	50 / 90%	55 / 90%
- Street sweeping <sup>(5)</sup>	205 / 83%	246 / 85%	--- / ---	200 / 90%	200 / 90%
- Traffic	36 / 85%	25 / 96%	20 / 79%	30 / 90%	35 / 90%
Number of accidents (includes pedestrian and bicyclists)	232	284	268	280	280
Number and percent of road miles, by type, with Pavement Condition Index greater than established baseline:					
- Primary (55 and above)	72 / 79%	74 / 75%	82 / 84%	84 / 85%	86 / 87%
- Secondary (40 and above)	167 / 79%	164 / 78%	175 / 83%	177 / 84%	179 / 85%
Number and value of road related claims <sup>(6)</sup>	0 / \$0	0 / \$0	1 / \$3,884	0 / \$0	0 / \$0

<sup>(1)</sup> 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.

<sup>(2)</sup> 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. Pavement Management System Centerline lengths were updated in FY 2006-07 to reflect changes made to Collier Burns Reports when road lengths were re-measured.

<sup>(3)</sup> Traffic Service Requests are defined as requests that result in investigations and/or site visits, work orders for repairs, development of petitions or traffic data, and other miscellaneous requests where effort continues beyond the initial contact to Road Operations.

<sup>(4)</sup> 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.

<sup>(5)</sup> Broadmoor was surveyed in FY 2005-06; the Montara/Moss Beach area was surveyed in FY 2006-07. Surveys of all County maintained sweeping areas have been completed, and distribution of follow-up surveys will begin in FY 2008-09 to assess whether the schedule and service changes made as a result of the survey feedback has improved customer satisfaction.

<sup>(6)</sup> There was a settlement agreement during FY 2007-08 related to a claim for damage to a retaining wall that resulted in paying for specific maintenance improvements to the roadway adjacent to the property owners.

## Road Construction and Operations (4520P)

### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	70.0	70.0	70.0	70.0		70.0
Funded FTE	70.0	70.0	70.0	70.0		70.0
 Total Requirements	27,858,091	27,217,506	31,781,428	44,044,675	12,263,247	32,726,645
Total Sources	27,168,693	29,512,942	31,781,428	44,044,675	12,263,247	32,726,645
Net County Cost	689,399	(2,295,436)				

#### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; removal of one-time funding and projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,567,221	(8,174,666)	354,945	7,441,936	(3,945,006)	0

##### 2. Road Reconstruction Projects

The increase in appropriations represents the re-appropriation of uncompleted FY 2007-08 road projects funded by State bond money. The road areas selected for reconstruction were done so to maintain the overall road system pavement condition based on data provided by the pavement management system. A detailed listing of the road projects proposed for FY 2008-09 is included in the following pages.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,945,006	0	0	3,945,006	0

##### 3. Proposition 1B State Transportation Bond Funding

The State is releasing a one-time supplemental funding for the maintenance and improvement of local roads. This amount represents the County's share of bond revenue and will be used to improve and extend the useful life of various roads throughout the County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,558,526	1,558,526	0	0	0	0

**4. La Honda Landslide Assessment District**

These revisions establish appropriations in connection with the La Honda landslide. Funding from the County's one-time contribution and the California Office of Emergency Services will be retained in trust funds that will be used to reimburse the projects costs associated with the construction of soil stability improvements within the Scenic Drive landslide in the La Honda area.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,389,356	6,389,356	0	0	0	0

**5. Mid Coast Drainage Improvements**

The Board of Supervisors and the Mid Coast Community Council have approved the use of increased roadway improvement funds (mitigation fees) for the construction of drainage improvement projects on the Coastsides to help alleviate both street and property flooding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	250,000	0	(250,000)	0	0

**6. Adjustments to Fund Balance**

Increased Fund Balance from the prior year has been set-aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
748,144	0	0	748,144	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
12,263,247	3,968,222	354,945	7,940,080	0	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; elimination of one-time revenues (Proposition 1B Transportation Bond and repayment of withheld gas tax funds); and removal of completed road improvement projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,120,148)	(3,024,334)	0	(95,814)	0	0

**8. Road Improvement Projects**

The increase in appropriations represents the construction of various roadway improvement projects. The road areas selected for improvement were done so to maintain the overall road system pavement condition based on data provided by the pavement management system. A detailed listing of the road projects proposed for FY 2009-10 is included in the following pages.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,000,000	0	(2,000,000)	0	0



**9. Elimination of One-Time Items**

One-time prior year items including the Proposition 1B State Transportation Bond Supplemental Funding, the La Honda Landslide Assessment District, and the Mid Coast drainage improvement project have been eliminated in year two.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(8,197,882)	(8,197,882)	0	0	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,318,030)	(9,222,216)	0	(2,095,814)	0	0

## Public Works Department Road Fund

Public Works Department Road Fund				
Adopted Services FY 2008-09				
The following projects, equipment and plant improvements are budgeted for FY 2008-09				
<b>MAJOR MAINTENANCE IMPROVEMENTS</b>				
ADA Improvements		\$75,000		
Maintenance - Accidents		\$10,000		
Maintenance - Bridges		\$10,000		
General Maintenance		\$7,551,340	<b>Subtotal:</b>	<b>\$7,646,340</b>
<b>OTHER MAINTENANCE PROJECTS</b>				
Countywide	Slurry/Cape seal various roads	\$415,000		
Rural	Chip Seal	\$500,000		
Countywide	Culvert replacements	\$70,000		
Countywide	Pave unpaved ditches	\$125,000		
Countywide	NPDES - maintenance projects	\$220,000	<b>Subtotal:</b>	<b>\$1,330,000</b>
<b>MAJOR MAINTENANCE PROJECTS</b>			<b>TOTAL:</b>	<b>\$8,976,340</b>
<b>General Engineering/Administration</b>				
Contingencies		\$1,487,706		
Overhead		\$750,000		
Grant Applications		\$20,000		
Pavement Management		\$100,000		
Judgements		\$200,000		
Maintenance Road Records		\$400,000		
Traffic Counts		\$90,000		
Undistributed Services and Supplies		\$1,100,000	<b>TOTAL:</b>	<b>\$4,147,706</b>
<b>MAJOR CONSTRUCTION PROJECTS</b>				
<b>Resurfacing Projects</b>				
Coastside	Resurfacing of various roads in the rural area	\$440,000		
Bayside	Resurfacing of the County's portion of Bay Road (City/County project)	\$1,465,000	<b>Subtotal:</b>	<b>\$1,905,000</b>
<b>Reconstruction Projects</b>				

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**Public Works Department Road Fund**


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**Adopted Services FY 2008-09**

South Bayside	Reconstruction of various roads in North Fair Oaks	\$365,000		
South County	Reconstruction of various roads in West Menlo	\$1,165,000		
Coastside	Reconstruction of various roads in Princeton-by-the-sea	\$35,000		
South County	Daly City A-Street sidewalk	\$60,000	<b>Subtotal:</b>	<b>\$1,625,000</b>
<b>Safety Projects</b>				
Countywide	Intersection investigations	\$50,000		
Mid Coast	La Honda Landslide Improvements	\$6,389,356	<b>Subtotal:</b>	<b>\$6,439,356</b>
<b>All Other Projects</b>				
Countywide	All other projects	\$2,372,574	<b>Subtotal:</b>	<b>\$2,372,574</b>
<b>MAJOR CONSTRUCTION PROJECTS</b>			<b>TOTAL:</b>	<b>\$12,341,930</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		\$543,686	<b>TOTAL:</b>	<b>\$543,686</b>
<b>EQUIPMENT AND PLANT</b>				
One Chip Seal		\$255,000		
Two One-ton Dump Trucks		\$120,000		
Equipment Maintenance		\$2,749,312	<b>TOTAL:</b>	<b>\$3,124,312</b>
<b>RESERVES</b>				
Reserves and contingencies		\$10,803,468	<b>TOTAL:</b>	<b>\$10,803,468</b>
<b>TOTAL FOR FY 2008-09</b>				<b>\$40,166,442</b>

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**Public Works Department Road Fund**


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**Adopted Services FY 2009-10**

The following projects, equipment and plant improvements are budgeted for FY 2009-10

**MAJOR MAINTENANCE IMPROVEMENTS**

ADA Improvements		\$75,000		
Maintenance - Accidents		\$10,000		

**Public Works Department Road Fund****Adopted Services FY 2009-10**

Maintenance - Bridges		\$10,000		
General Maintenance		\$8,032,536	<b>Subtotal:</b>	<b>\$8,127,536</b>
<b>OTHER MAINTENANCE PROJECTS</b>				
Countywide	Slurry/cape seal various roads	\$650,000		
Rural	Chip seal	\$550,000		
Countywide	Culvert replacements	\$125,000		
Countywide	Pave unpaved ditches	\$100,000		
Countywide	NPDES - maintenance projects	\$225,000		
Midcoast	Various drainage improvements	\$70,000	<b>Subtotal:</b>	<b>\$1,720,000</b>
<b>MAJOR MAINTENANCE PROJECTS</b>			<b>TOTAL:</b>	<b>\$9,874,536</b>
<b>General Engineering/Administration</b>				
Contingencies		\$400,000		
Overhead		\$750,000		
Grant Applications		\$20,000		
Pavement Management		\$100,000		
Judgements		\$200,000		
Maintenance Road Records		\$400,000		
Traffic Counts		\$85,000		
Undistributed Services and Supplies		\$1,855,725	<b>TOTAL:</b>	<b>\$3,810,725</b>
<b>MAJOR CONSTRUCTION PROJECTS</b>				
<b>Resurfacing Projects</b>				
Coastside		\$200,000		
Bayside		\$1,000,000		
Rural		\$0	<b>Subtotal:</b>	<b>\$1,200,000</b>
<b>Reconstruction Projects</b>				
South Bayside	Various roads in North Fair Oaks	\$490,000		
South County	Various roads in West Menlo	\$1,245,000		
Mid-Coast Urban	Various roads	\$450,000	<b>Subtotal:</b>	<b>\$2,185,000</b>
<b>Safety Projects</b>				
Countywide	Intersection investigations	\$50,000	<b>Subtotal:</b>	<b>\$50,000</b>

**Public Works Department Road Fund****Adopted Services FY 2009-10**

<b>MAJOR CONSTRUCTION PROJECTS</b>			<b>TOTAL:</b>	<b>\$3,435,000</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>EQUIPMENT AND PLANT</b>				
<b>Replacement</b>				
Equipment Maintenance		\$2,773,497		
Two Oil Trailers		\$44,000		
Three One-ton Dump Trucks		\$195,000		
One Highway Mower		\$110,00	<b>TOTAL:</b>	<b>\$3,122,497</b>
<b>RESERVES</b>				
Reserves and contingencies		\$8,657,654	<b>TOTAL:</b>	<b>\$8,657,654</b>
<b>TOTAL FOR FY 2009-10</b>				<b>\$29,102,412</b>

**Public Works Department Roadway Improvement Fund**

The following projects are budgeted for FY 2008-09

<b>MAJOR RECONSTRUCTION AND RESURFACING PROJECTS</b>		
Emerald Lake	Reconstruction of various roads	\$0
South Bayside	Reconstruction of various roads in North Fair Oaks	\$0
South County	Reconstruction of various roads in West Menlo Park	\$0
Mid Coast Urban	Drainage improvements	\$750,000
North County	Reconstruction of various roads	\$0
<b>RESERVES</b>		
Reserves and contingencies		\$3,187,533
<b>TOTAL:</b>		
		<b>\$3,937,533</b>

<b>Public Works Department Roadway Improvement Fund</b>		
The following projects are budgeted for FY 2009-10		
<b>MAJOR RECONSTRUCTION AND RESURFACING PROJECTS</b>		
Emerald Lake	Reconstruction of various roads	\$0
South Bayside	Reconstruction of various roads in North Fair Oaks	\$0
South County	Reconstruction of various roads in West Menlo Park	\$0
Mid Coast Urban	Drainage improvements	\$500,000
North County	Reconstruction of various roads	\$0
Emerald Lake	Reconstruction of various roads	\$0
<b>RESERVES</b>		
Reserves and contingencies		\$3,237,533
<b>TOTAL:</b>		<b>\$3,737,533</b>

## Construction Services (4740P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Services

#### Road Construction and Operations



#### **Construction Services**

#### Vehicle and Equipment Services

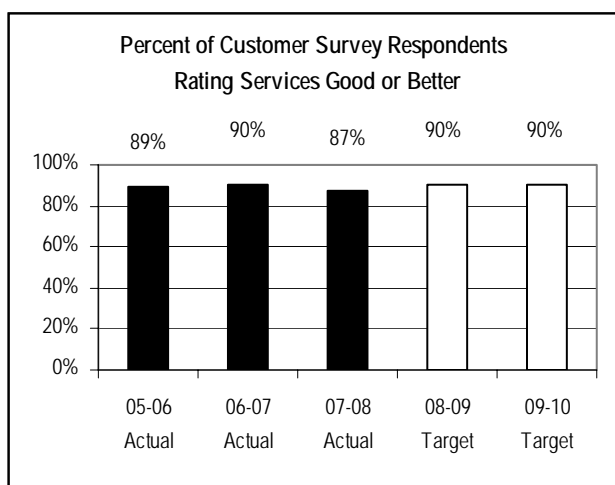
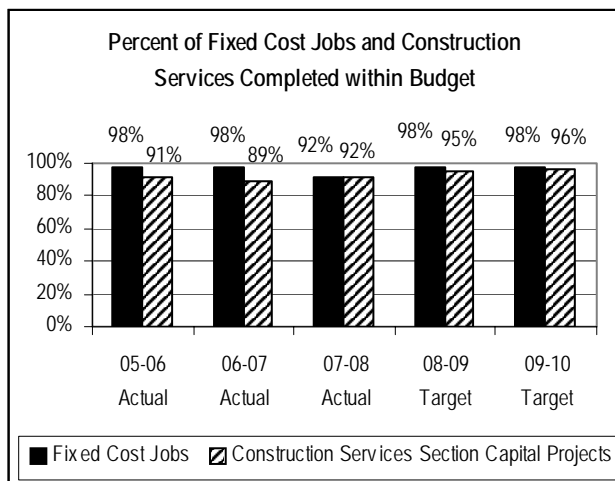
#### Waste Management

#### Transportation Services

#### Utilities

#### 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 (a North Fair Oaks Assessment District) revenue and contractual agreements with the previously identified cities.

The following are major accomplishments in the current year:

- Completed almost 1,300 requests for services, provided 280 construction cost estimates, took assignment of 40 capital improvement projects, responded to and repaired over 2,000 street lighting outages and abated almost 1,000 graffiti sites
- Enhanced low voltage life safety and security services beyond maintenance capabilities through training and certification to install new systems including projects at the County's Child Care Center, Maple Street Homeless Shelter, Election's Building and the Quarry Road Vocational Rehab Facility
- Trained additional staff in Graffiti Abatement techniques in order to expand existing services and began performing abatement services on a trial basis for the City of San Mateo
- Worked closely with County Office of Emergency Services to schedule and provide comprehensive maintenance of portable generators and light standards and implement procedures for use in case of emergency
- Completed renovation of modular buildings at the Fair Oaks Youth Clinics to improve function, safety and quality of services for public users of that facility
- Completed remodel of Human Services facility at 2500 Middlefield Rd. in Redwood City
- Worked with County Sheriff's Jail Planning Unit to explore options pertaining to the reopening of both the North County Detention Center and the Medium Security Facility at La Honda

### Story Behind Performance

Although overall customer satisfaction with the Construction Services Program in FY 2007-08 did not meet the target of 90% for returned surveys rating services as good or better, the Program is making efforts to provide improved services to its customers. With

future budgetary uncertainty due to the economy affecting county departments, Construction Services is providing cost saving options to fulfill the needs of customers. The successful recruitment of a Construction Administrator position to schedule work, review correspondence as well as track budgets and change orders in real time will increase customer satisfaction in the future as well.

The number of work requests increased to 1,863 in FY 2007-08 and is expected to increase in FY 2008-09 and FY 2009-10 due to both new services available and expansion of existing programs performed. After Construction Services successfully implemented the fire alarm maintenance program in FY 2007-08, training and certifications were provided to allow its Technicians to provide design, installation and maintenance of new fire alarm, security and surveillance camera systems as well as access systems. Construction Services is currently being phased in as the provider of graffiti abatement services for the City of San Mateo and is in conversation with other agencies to provide this service as well.

Expectations are that the number of capital projects assigned will hold steady over the next two fiscal years with 40 currently assigned for FY 2007-08. The percentage of fixed cost projects completed within budget remains on target, and the quantity of multi-trade projects has increased as customers become aware of the flexibility and cost-effectiveness of using Construction Services instead of outside contractors.

The percent of fixed cost jobs completed within budget was 92% in FY 2007-08. Construction Services staff will continue to provide realistic estimates and use time and materials efficiently on the job.

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

- To create a tiered classification system (entry, journey level, etc.) that is cost neutral and incorporates existing staff for all construction trades associated with Construction Services, in cooperation with the Building Trades and Construction Council, the Human Resources Department, and the various Bargaining Units
- To expand existing Graffiti Abatement Program as well as other services with outside agencies with funding from participating cities
- To provide Green Building alternatives and awareness to customers
- To continue to be aware of changing fiscal constraints for customers and be willing to assist in developing alternative solutions to meet their needs
- To provide better customer service through improved billing, cost tracking, estimating, project monitoring, and increased interaction through the new Construction Services Construction Administrator and the customers

**Program Objectives**

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 by FY 2008-09 and ongoing
- Make improvements to the County's Tower Road facilities such as parking, drainage, restrooms, equipment and more efficient use of existing space in order to increase efficiency of the overall operations by 2010
- Continue necessary training and skills development to improve services and reduce costs, such as continuing education units to maintain certifications, operation and maintenance of new equipment, safety practices, and automation by FY 2008-09 and ongoing
- Create a tiered classification or pay scale structure for Carpenter, Electrician and Plumber positions that is cost neutral by FY 2008-09
- Explore options to expand street lighting and traffic signal maintenance capabilities to more agencies by 2009
- Improve workflow through improvement of outdated existing shop facility at Tower Road by 2010
- Utilize new Green Building techniques as they become available by 2009 and ongoing
- Expand duties to include the maintenance and installation of the County's card key security system by 2010

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

- Ensure that customers are aware of the available services through Construction Services, how the Program operates, and what the adopted County Building Standards are, by fully utilizing the Facilities Customer Service Center by FY 2008-09
- Continue to provide cost saving construction alternatives to customers by FY 2008-09 and ongoing
- Work toward paperless records, files and construction documents through new technology by 2009
- Utilize the customer responses provided through the new survey process as an opportunity for personal contact to explore options for improved customer service by FY 2008-09 and ongoing
- Improve communication with customers concerning budgets and scheduling through the new Construction Administrator by FY 2008-09



## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of work requests	879	1,277	1,863	1,850	1,900
Number of capital projects	28	36	46	42	45
Number of jobs estimated	216	252	243	290	300
<b>How Well We Do It (Quality / Efficiency)</b>					
Number and percent of fixed cost jobs completed within budget	--- / 98%	--- / 98%	52 / 92%	50 / 98%	50 / 98%
Number and percent of capital projects completed within budget	--- / 91%	--- / 89%	20 / 92%	21 / 95%	22 / 96%
Number and percent of estimated jobs assigned	--- / 65%	--- / 83%	210 / 77%	200 / 80%	200 / 82%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of customers rating service good or better	34 / 89%	29 / 90%	29 / 87%	70 / 90%	80 / 90%

### Construction Services (4740P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	30.0	29.0	30.0	29.0	(1.0)	29.0
Funded FTE	29.9	28.9	29.9	28.8	(1.1)	28.8
<b>Total Requirements</b>	4,253,382	4,316,169	5,066,368	4,894,015	(172,353)	5,005,152
<b>Total Sources</b>	4,253,382	4,316,169	5,066,368	4,894,015	(172,353)	5,005,152

#### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; reductions in overtime and extra-help costs; expansion of the low voltage program which includes fire alarm and security systems; reduction of contract costs transferred to capital projects program; and increases in annual service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
103,169	103,169	0	0	0	0

**2. Transfer of Equipment Mechanic II to Vehicle and Equipment Services**

The maintenance of County generators and the supporting position has been transferred to the Vehicle and Equipment Services program. The staffing expertise of the Vehicle and Equipment Services program is more suitable to supporting the generator maintenance function.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(106,616)	(106,616)	0	0	0	(1)

**3. Adjustments to Fund Balance**

Reserves has been decreased to adjust for less than anticipated Fund Balance from the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(168,906)	0	0	(168,906)	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(172,353)	(3,447)	0	(168,906)	0	(1)

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and revenue increases from work performed for other agencies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
111,137	76,201	0	34,936	0	0

## Vehicle and Equipment Services (4760P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Services

#### Road Construction and Operations

#### Construction Services



#### **Vehicle and Equipment Services**

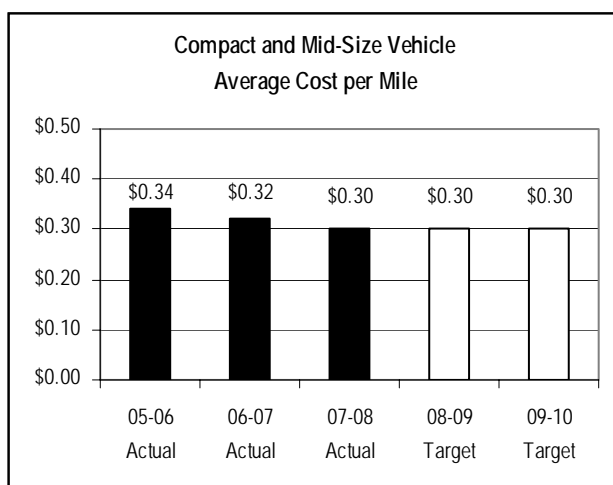
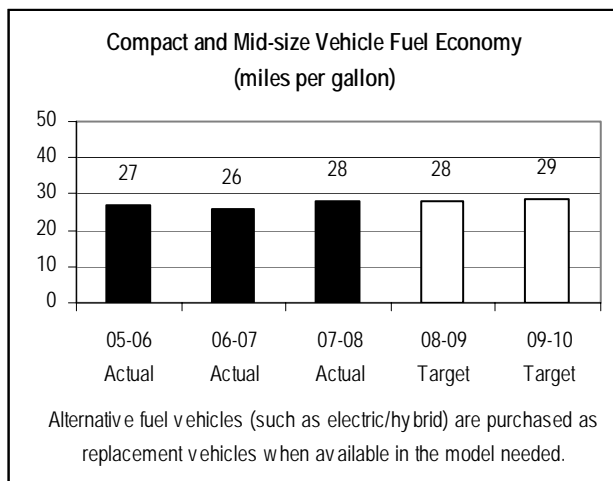
#### Waste Management

#### Transportation Services

#### Utilities

#### 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 while striving to meet the needs of the Department.

### Services and Accomplishments

The Vehicle and Equipment 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 fleet and equipment acquisition, replacement, maintenance and repair and fuel services to all County agencies.

The following are major accomplishments in the current year:

- Further expanded the alternate fuel vehicle program to include replacement of older mid-size cars, pickup trucks, and vans in pool and assigned vehicle classes with hybrid vehicles
- Secured over \$1.2 million in grant funding for acquisition of hybrid vehicles and heavy equipment
- Continued to expand training opportunities to assure employees have the knowledge and skills to service, maintain and perform diagnostic work on hybrid vehicles
- Developed a succession plan to address anticipated vacancies in management / supervisory positions within the next two years. Created a career path for employees who express interest in and aptitude for mechanic work
- Coordinated three training classes, inviting other agencies to participate for a fee which resulted in reduced costs to the Program
- Repaved Redwood and Belmont motor pool and removed contaminated dirt to increase logistic efficiency and safety
- Developed and implemented a more streamlined method for tracking vehicles due for service at the Belmont motor pool

### Story Behind Performance

The Vehicle and Equipment Services Program continues to focus on efforts to maintain the average cost per mile at a level comparable to the industry standard. The Program has an aggressive and well-organized preventive maintenance program as well as an effective vehicle replacement program; both are reviewed regularly and adjustments made if necessary. The number of repairs required continues to decrease as older vehicles are replaced, and repairs that are needed are not as extensive. These efforts, combined with good monitoring and reporting procedures, have helped the Program to keep costs down. Vehicle and Equipment Services has also been proactive in training staff to service and maintain the Ultra Low Emissions Vehicles (ULEV) and Zero Emissions Vehicles (ZEV) that will no longer be covered by manufacturer warranty.

Utilizing existing resources effectively and exploring alternate funding continues to be a major focus this year and in the future.

Vehicle and Equipment Services was awarded two grants during FY 2007-08 -- \$1.2 million from the State and \$24,000 from the Bay Area Air Quality Board -- to purchase hybrid vehicles and heavy equipment. In addition, funding from the Road Fund was used to purchase equipment that will allow the Road Maintenance Program to continue with a cost effective, in-house chip seal program this year as well as perform other construction and repair work to preserve and enhance the County's roads.

The Vehicle and Equipment Services Program continues to explore options for incorporating alternate fuel vehicles into the fleet. In FY 2007-08 the Program was successful in including mid-size hybrid cars, and hybrid pickup trucks and vans to the vehicle acquisition program. The Program also plans to research the viability of acquiring Hydrogen Fuel Cell Vehicles when they become available, and to look at other vehicles and products that will support the Program's commitment to be less dependent on fossil fuels and to help reduce CO<sub>2</sub> levels.

Customer satisfaction remains high as Vehicle and Equipment Services continues to be responsive to customer needs. Customer survey ratings are well above 90% of services rated as good or better. To get additional, more specific feedback from the Road Maintenance customers as opposed to the motor pools, Vehicles and Equipment Services developed and implemented a new survey for those customers this year. Staffing issues and demand for increased services have presented challenges this year, and customer comments show staff have been successful. To more fully utilize employee skills and knowledge, the Program developed both a trainee program that will afford current employees an opportunity to move into mechanic or technician positions and a succession plan that will help prepare employees for anticipated vacancies at the managerial and supervisory levels.

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

- To maintain the current cost per mile at a level that is comparable to the nationwide industry standard even though the cost of fuel in California continues to be the highest in the nation
- To keep acquisition and replacement schedules on track for diesel vehicles even though costs are expected to increase \$20,000 by 2012 to meet future emission standards
- To find options for disposing of used equipment in light of the new California law that mandates equipment must be reduced to scrap metal or taken out of state

**Program Objectives**

The Vehicle and Equipment Services Program will meet performance targets by doing the following:

Maintain the Cost per Mile at or below \$0.30 per Mile

- Offset increased fuel costs with continued acquisition of alternate fuel vehicles by FY 2008-09 and ongoing
- Continue an aggressive preventive maintenance program by monitoring vehicle and equipment repair history by FY 2008-09 and ongoing

- Expand the bar coding system to include bar codes for vehicles and repair orders in order to provide better monitoring and early identification of vehicle problems that can be addressed before more serious and costly repairs become necessary by 2009

Increase the Average Fuel Economy to 30 Miles per Gallon by 2012

- Continue to replace older economy size passenger vehicles with hybrids and alternate fuel vehicles by FY 2008-09 and ongoing
- Incorporate newly available hybrid pickup trucks, vans, and additional mid-size vehicles into the fleet by FY 2008-09

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide accurate and timely information to customers regarding vehicle replacement reserves by FY 2008-09 and ongoing
- Research and provide staff training necessary to service, maintain and repair new types and classes of vehicles by FY 2008-09 and ongoing
- Upgrade the fueling system from Gasboy to Fuelpoint at all six fueling locations and retrofit vehicles with informational modules to read and transfer fueling information such as ate, fuel type, gallons and odometer reading, by 2010
- Upgrade the motor pool and shop facilities to enhance efficiency and safety by 2010

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of fleet vehicles (pool and assigned)	723	754	789	730	735
Number completed:					
- Preventive maintenances	2,344	1,934	2,087	2,000	2,000
- Scheduled repairs	1,204	1,101	1,142	1,350	1,350
- Unscheduled repairs	265	149	82	175	175
Number of Ultra Low Emission Vehicles (ULEV) or Zero Emission Vehicles (ZEV) or Partial Zero Emission Vehicles (PZEV) of total fleet	179	250	260	280	305
<b>How Well We Do It (Quality / Efficiency)</b>					
Ratio of preventive maintenances and scheduled repair costs to unscheduled repair costs	22:1	21:1	34:1	25:1	25:1
Cost per mile for compact and mid-size vehicles purchased within the past two years: <sup>(1)</sup>					
- San Mateo County	\$0.34	\$0.32	\$0.30	\$0.30	\$0.30
- Industry standard	\$0.32	\$0.33	---	\$0.28	\$0.30
Percent of fleet purchases annually that are ULEV or ZEV or PZEV <sup>(2)</sup>	19%	51%	32%	15%	15%
Percent of total fleet that are ULEV or ZEV or PZEV	27%	28%	32%	31%	33%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Compact and mid-size vehicle average fuel economy (includes ULEVs, ZEVs and PZEVs) <sup>(3)</sup>	27 miles per gallon	26 miles per gallon	28 miles per gallon	28 miles per gallon	28.5 miles per gallon
Number and percent of customers rating services good or better: <sup>(4)</sup>					
- Motor pools / fleet vehicles	140 / 99%	118 / 99%	132 / 100%	80 / 90%	80 / 90%
- Road Vehicles and equipment	--- / ---	--- / ---	--- / ---	40 / 90%	50 / 90%

<sup>(1)</sup> The industry standard benchmark is calculated on new cars; therefore, the average cost per mile is calculated using the same criteria.

<sup>(2)</sup> Current state recommendation is at least 10%.

<sup>(3)</sup> The goal is to reach 30 MPG by 2012.

(4) Beginning FY 2008-09, customers of the motor pools and customers of the road maintenance shop will be given different surveys and results tallied separately.

## Vehicle and Equipment Services (4760P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	24.0	25.0	24.0	25.0	1.0	25.0
Funded FTE	24.0	25.0	24.0	25.0	1.0	25.0
 Total Requirements	13,542,336	15,691,453	13,258,770	12,168,015	(1,090,755)	11,113,495
Total Sources	14,231,734	13,396,017	13,258,770	12,168,015	(1,090,755)	11,113,495
Net County Cost	(689,398)	2,295,436				

### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increase in facility rent charges; elimination of one-time equipment purchases and grant revenue; increase in fuel costs; increase in vehicle insurance; and increase in reserves for future vehicle and equipment replacements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(832,955)	(3,651,292)	229,328	2,589,009	0	0

#### 2. Road Equipment Replacement

A new chip seal roller will be purchased for applying chip seal to roadways and two one-ton dump trucks will be purchased for replacing the equipment that has exhausted its useful life. This is funded by a grant from the Bay Area Air Quality Management District and the Road Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	375,000	(375,000)	0	0	0

#### 3. Annual Vehicle Replacement - Lease and Assigned

New vehicles will be purchased to replace those that have passed their useful lifespan. This will include 12 Sheriff Patrol cars and 67 leased vehicles. A total of 14 new hybrid vehicles will be acquired as part of this replacement program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,102,500	0	(2,102,500)	0	0

**4. Fleet Administration - Fleet and Structural Improvements**

Hybrid vehicles will be purchased to replace four motor pool vehicles. Structural improvements include parking lot repaving, building a tire storage room with hoist, replacement of overhang cover, and tree removal.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
461,500	461,500	0	0	0	0

**5. Transfer of One Equipment Mechanic II from Construction Services**

The maintenance of County generators and the supporting position have been transferred to the Vehicle and Equipment Services program. The staffing expertise of the Vehicle and Equipment Services program is more suitable to supporting the generator maintenance function.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	106,616	(106,616)	0	0	1

**6. Equipment Services Worker to Equipment Mechanic**

One vacant Equipment Services Worker position has been deleted and one new Equipment Mechanic position has been added. This change creates a succession planning tool to allow Road Maintenance workers to train for a new career in Equipment Maintenance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(86,728)	86,728	0	0	(1)
0	95,784	(95,784)	0	0	1

**7. Increase in the Cost of Fuel and Tires**

Appropriations for fuel and tire costs have been adjusted due to the increase in the price of oil. Increases will be offset through service charges to other County departments and reimbursement through an intrafund transfer from the Road Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
190,000	280,000	(90,000)	0	0	0

**8. Upgrade of Equipment Mechanic Position**

One vacant Equipment Mechanic II position has been deleted and one new Equipment Mechanic III has been added. This change provides an internal promotional opportunity for staff advancing to the level required to maintain emergency generators and pumps located at various water and flood control districts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(89,320)	0	0	0	(1)
0	89,320	0	0	0	1

**9. Adjustments to Fund Balance**

Capital reserves has been decreased to adjust for less than anticipated Fund Balance from the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(909,300)	0	0	(909,300)	0	0

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,090,755)	(316,620)	(351,344)	(422,791)	0	1

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; removal of equipment purchases; anticipated cost increases for petroleum based products and fuel; reduction in Fund Balance based on anticipated reserves remaining at the end of FY 2008-09; reduction in revenues and Intrafund Transfers due to the removal of equipment purchases; and increase in reserves for future vehicle and equipment replacements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(864,520)	(2,765,300)	350,815	1,549,965	0	0

**11. Replacement of Road Equipment**

Equipment that is out-dated, worn out, and very costly to maintain will be replaced as follows: three one-ton crew dump trucks; two oil trailers; and one highway mower. Road Fund will be used for this equipment replacement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	349,000	(349,000)	0	0	0

**12. Replacement of Vehicles**

Replacement of 66 conventional assigned vehicles that meet the required replacement cycle: 29 conventional vehicles; 15 Sheriff Patrol cars; seven leased vehicles; two passenger vans; one touring vehicle; and 12 motor pool vehicles that will be replaced with alternate fueled vehicles ULEV or hybrid LEV vehicles.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,642,000	0	(1,642,000)	0	0

**13. Cost of Fuel and Tires**

One-time fuel and tire costs increase in the prior year have been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(190,000)	(280,000)	90,000	0	0	0

## TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,054,520)	(1,054,300)	91,815	(92,035)	0	0



## Waste Management (4820P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Services

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services



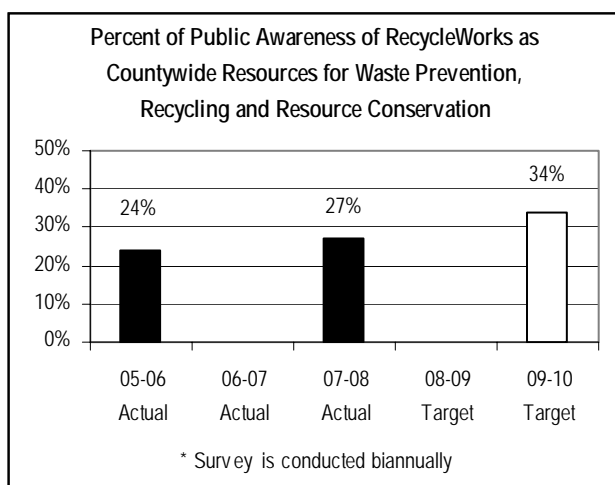
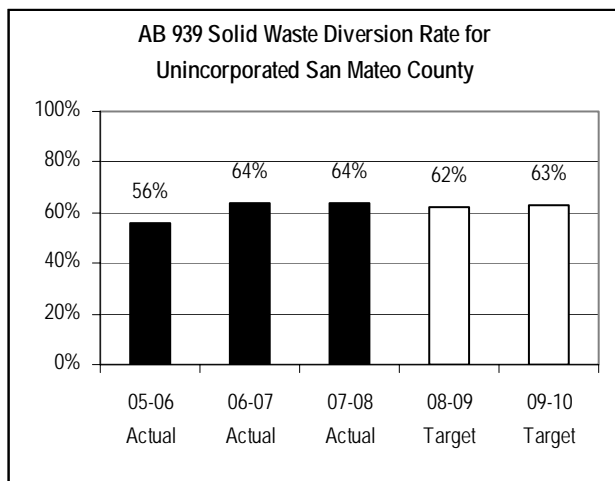
#### **Waste Management**

#### Transportation Services

#### Utilities

#### Airports

### Headline Measures



### Program Outcome Statement

The Waste Management Program creates, promotes and delivers programs that promote recycling, composting, waste prevention, procurement, sustainability, green building, green business and public outreach. These programs serve county facilities, residents, businesses, schools 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 Integrated Waste Management Act (AB 939). The Waste Management Program has created the title of "RecycleWorks" as a way of making its programs recognizable to the public.

### Services and Accomplishments

The Waste Management Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by operating a comprehensive website where individuals and companies can learn about services to help reduce waste, by sponsoring various waste reduction and recycling activities in communities around the County, by regularly providing programs to schools so that the youth will learn how they can participate in activities to save the planet, and by working with other County departments, cities, and other agencies on joint efforts to promote environmental stewardship.

The following are major accomplishments in the current year:

- Developed a Green Business program in partnership with six cities located in the county and the regional Association of Bay Area Governments (ABAG) Green Business Program
- Implemented many new recycling programs for tenants of San Francisco International Airport, unincorporated schools, county facilities, businesses, and construction projects
- Delivered workshops, trainings, tours, and presentations on recycling, waste reduction, green business, composting and green building, to schools, homeowners, architects, engineers, hobbyists, clubs, city staff, and the general public
- Managed and staffed an ad hoc sub-committee of the Congestion Management and Environmental Quality Committee of the City/County Association of Governments to create the "San Mateo County Energy Strategy: 2012," a plan to reduce energy usage in the county
- Supported the adoption of the Cool Counties initiative, the establishment of a CO<sub>2</sub> baseline for government operations, and the fulfillment of the Sustainable Silicon Valley (SSV) CO<sub>2</sub> Emissions Reduction Reporting requirements
- Partnered with the County Health and Parks and Recreation departments on events related to Climate Change during the month of April

- Participated in a team of county departments to create an award winning booth at the State Fair: "San Mateo County: The Green Leader"
- Held an event for North Fair Oaks residents to collect used electronic waste
- Worked in partnership with the Environmental Health section to collect old tires at various collection events throughout the county
- Continued to work in partnership with the Facilities Maintenance and Operations Section in rolling out a Utility Management software system to track, evaluate, and reduce energy, water and garbage use in county facilities, which reduces CO<sub>2</sub> emissions
- Created a series of educational television spots in collaboration with PEN TV and the Environmental Health section promoting recycling, reuse, and correct handling of household hazardous waste
- Produced ads, campaigns, a Green Business coupon book, flyers, mailers and brochures to promote Resource Conservation

### Story Behind Performance

The mandate of AB 939, the Integrated Waste Management Act, is the core of the programs operated by Waste Management. Each of these programs is designed to reduce the waste diversion rate for unincorporated San Mateo County. Waste Management is funded from the Solid Waste Fund. The main source of the Fund is generated through a surcharge on the total solid waste tons disposed at Ox Mountain Landfill. As the County continues to recycle, revenue and interest in the Solid Waste Fund continues to decline. This decline has contributed to a structural deficit that is projected to start in Fiscal Year 2008-09. However, despite this trend of declining revenues, the amount of waste disposed from the unincorporated areas has continued to decrease. The County achieved a diversion rate of 62% (rates are reviewed by the California Integrated Waste Management Board bi-annually) in 2006. Diversion rates for 2007 are calculated in 2008 when data becomes available from the State. Opportunities to continue to increase diversion through collaborative efforts with other departments, agencies, haulers or programs are identified and utilized, as these can often provide the largest reductions in the amount of waste disposed.

The success of Waste Management is related to its ability to stay connected with community organizations and to seize opportunities that present themselves. The Section has a strong Countywide outreach program that consists of a website, hotline, and publications; a schools program; a backyard composting program; a County facilities program; and a green building program. In FY 2007-08 it created the Green Business program. The Green Business program is a unique approach to capturing additional waste diversion as well as encouraging pollution prevention, energy and water conservation for small and medium businesses. All of these programs have been designed to be integrated into cities' recycling programs as well as increase the diversion goals for Unincorporated San Mateo County. The Waste Management Section will continue to

implement new programs in the unincorporated areas, County facilities, and at facilities that directly affect our AB 939 diversion rate.

The Master Composter program trained 26 new ambassadors (volunteers), who in exchange for their free training, teach composting in their communities. This furthers the message of resource conservation in the community and composting of organic waste to reduce CO<sub>2</sub> emissions. The Program continues to identify and collaborate on projects that engage the public in resource conservation issues. Projects conducted in 2007 included the State Fair "San Mateo County: The Green Leader" exhibit, free collection events to recycle used electronics and tires, Pen TV spots, participation in the City/County Association of Governments (C/CAG) Utilities Sustainability Task Force and the Sustainable Garden Lecture series. These projects offered opportunities for promoting our message of building green, encouraging the reuse of unwanted materials, promoting organic gardening and reducing energy use within the County.

The Green Building and County Facility program continues to work with the Facilities Services Program to monitor and survey energy use at all County owned and leased facilities. These efforts have helped to implement a software program to track energy use, evaluate the data and make recommendations for energy reduction measures. As a result of this activity, a number of lighting retrofit projects continue to occur at County facilities. These projects help the County to reduce energy use and meet the Sustainable Silicon Valley CO<sub>2</sub> reduction resolution adopted by the Board of Supervisors in November 2005. In addition, Waste Management received a \$75,000 grant from the Bay Area Air Quality Management District Capacity Building Grant Program to educate staff and volunteers about how to reduce CO<sub>2</sub> emissions.

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

- To seek additional sources of revenue to offset the anticipated Solid Waste Fund structural deficit
- To continue to manage an expanding scope of program responsibilities in sustainability while maintaining high standards of excellent service to an increasing number of interested residents, businesses, schools and County facilities
- To improve and influence waste diversion at facilities, businesses, and unincorporated areas of San Mateo County that may be affected by new hauler contracts, recyclers, service providers, legislation and any other external influences

### Program Objectives

The Waste Management Program will meet performance targets by doing the following:

#### Maintain and Surpass the AB 939 Target of 50% Diversion

- Collaborate with other County departments to provide technical assistance to address their unique waste streams, to continue to implement waste reduction and recycling programs by FY 2008-09 and ongoing

- Continue to partner with County Facilities Maintenance and Operations, C/CAG, sustainable Silicon Valley and other agencies to reduce CO<sub>2</sub> emissions for the County by FY 2008-09 and ongoing
- Coordinate and provide recycling, waste reduction, composting, green business, and green building technical assistance and outreach to unincorporated area businesses, residents, underserved populations and schools by FY 2008-09 and ongoing
- Influence waste diversion practices and programs of agencies and facilities that are not within the Program's direct jurisdiction, but can have a impact on the County's diversion rate by FY 2008-09 and ongoing

Maintain 30% Level of Public Awareness of RecycleWorks as the Countywide Resource for Conservation Issues

- Perform periodic surveys to measure performance and effectiveness by FY 2008-09 and ongoing
- Provide training and outreach to enable others to teach or advocate resource conservation FY 2008-09 and ongoing
- Take advantage of collaborative opportunities to increase awareness of waste reduction, recycling, composting, green building, green business and sustainability and to encourage action within San Mateo County FY 2008-09 and ongoing

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of website visits to the County's RecycleWorks.org website	327,872	501,779	518,887	500,000	500,000
Total number in unincorporated San Mateo County:					
- Programs implemented that reduce waste or conserve resources, including Green Building	34	32	58	32	34
- Businesses that meet established criteria and are certified as a Green Business <sup>(1)</sup>	---	---	2	4	5
<b>How Well We Do It (Quality / Efficiency)</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%	---	27%	---	34%
Number and percent of RecycleWorks hotline customers served well	--- / 100%	--- / 100%	42 / 100%	45 / 90%	45 / 90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
AB 939 solid waste diversion rate for unincorporated San Mateo County	56%	64%	64%	62%	63%

<sup>(1)</sup> This is a new measure added in FY 2008-09.

<sup>(2)</sup> The percent of correct responses given during bi-annual random telephone surveys is used to determine the level of public awareness. A survey will be conducted during the fourth quarter of FY 2007-08.

## Waste Management (4820P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	8.0	8.0	8.0	9.0	1.0	9.0
Funded FTE	7.8	7.8	7.8	8.3	0.5	8.3
 Total Requirements	 14,581,304	 12,290,478	 12,153,809	 12,564,341	 410,532	 8,881,919
Total Sources	14,581,305	12,290,478	12,153,809	12,564,341	410,532	8,881,919

### Discretionary 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 Solid Waste Fund.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: annualization of negotiated labor increases; a reduction in Franchise Fees; an increase in the garbage rates, and construction costs associated with closing the Pescadero and Half Moon Bay landfills; and a reduction in Reserves in order to pay for construction costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,589,335)	483,321	0	(1,930,129)	1,142,527	0

### 2. Adjustments to Countywide Health Program Funding

Appropriations and Reserves have been adjusted as follows: elimination of funding for the Children's Health Initiative (these costs have been transferred to the General Fund); reduction in support to the Environmental Health programs; and increase in Reserves for future costs anticipated for the closure of landfills.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,500,000)	0	357,473	(1,142,527)	0

### 3. Loan Repayment

The Solid Waste Fund provided a loan to the Construction Services Fund in order to balance its cash needs for FY 2007-08. The loan repayment from the Construction Services Fund has been set aside as contingency reserves. There are sufficient appropriations in the Construction Fund to fund this repayment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
850,000	0	0	850,000	0	0

### 4. Climate Projection Program

Receipt of grants from the Bay Area Air Quality Management District, the City/County Association of Governments, and Pacific Gas and Electric Company necessitate the addition of one unclassified Resource Conservation Specialist position and operational cost increase for the climate projection program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
143,250	156,390	0	(13,140)	0	1

### 5. Garbage Collection Costs at County Facilities

Reserve funds have been used to cover the increased garbage collection costs resulting from higher garbage collection rates for the collection of garbage at County facilities. The ongoing cost will be built into future rent charges and paid by other County departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	85,000	0	(85,000)	0	0

**6. Compost Bin Sales**

Increases in the sales of compost bins necessitate an increase in the amount budgeted for subsidizing the cost of the bins. The selling price for compost bins has been raised recently, which should cover ongoing costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	42,000	0	(42,000)	0	0

**7. Green Team Program**

The County Manager's Office has authorized 15% of all energy rebates to be used for projects sponsored by the Green Team. An appropriation has been established for those funds and expenses.

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

**8. Adjustments to Fund Balance**

Increased Fund Balance from the prior year has been set aside in reserves for future projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,986,617	0	0	1,986,617	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
410,532	(713,289)	0	1,123,821	0	1

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reduction in Fund Balance due to FY 2008-09 landfill closure costs; and reduction in Reserves to meet ongoing expenses; and a small increase in revenue based on prior year trend.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,522,282)	36,653	0	(747,473)	2,811,462	0

**10. Adjustments to Environmental Health Program Funding and Landfill Reductions**

The adjustment reflects a reduction in the contribution of Solid Waste Fund to the Environmental Health programs and a reduction in costs for Pescadero and Half Moon Bay landfill closures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(2,811,462)	0	0	(2,811,462)	0

**11. Elimination of One-Time Items**

One-time items added in FY 2008-09 including the loan repayment from the Construction Services Fund, the garbage collection cost increase at County facilities, the compost bin sales cost increase, and the one-time appropriations of energy rebates for the green team program have been eliminated. Fund Balance has been adjusted to reflect the one-time use of Reserves in the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(850,000)	0	0	(850,000)	0	0
850,000	0	0	850,000	0	0
(147,000)	(147,000)	0	0	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,669,282)	(2,921,809)	0	(747,473)	0	0

## Transportation Services (4830P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Services

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

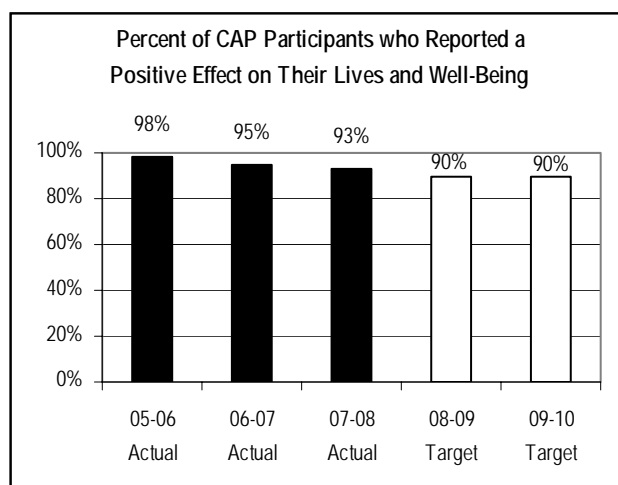
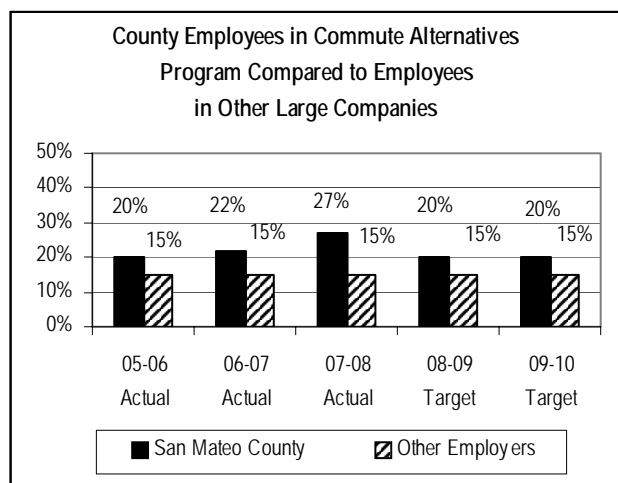
#### Waste Management

#### ► Transportation Services

#### Utilities

#### 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 over 90% of the Commute Alternatives Program (CAP) participants based on survey responses
- Increased the number of participants in the CAP by 20% over last year
- Maintained a constant cost per participant in the CAP from FY 2006-07 to FY 2007-08
- Developed an incentive program for cities to do government baseline for computing Greenhouse gas emissions (as part of the Department's staffing roll for the City/County Association of Governments)
- Developed an Incident Management Alternative Route Plan to facilitate the movement of traffic during times when serious accidents or other occurrences cause a route to be obstructed for an extended period of time (as part of the Department's staffing roll for the City/County Association of Governments)
- Implemented an interactive website where CAP participants can register, order transit tickets, and request various subsidies on-line
- Enhanced the website to accept online payments for transit tickets
- Implemented an automated system so that CAP participants will receive a reminder e-mail when the deadline for ordering transit tickets and program subsidies is approaching

### Story Behind Performance

The CAP has had consistent increases in participation over the last three years after experiencing declines of one to nine percent in the prior three years. Greater traffic congestion from an increase in the economic activity in the Bay Area, combined with the major increase in the cost of fuel has made driving alone less attractive. The number of new participants continues to exceed the number of participants leaving the Program.



The participants in the CAP for the first half of FY 2007-08 represents a 20% or 224 participant increase over FY 2006-07. The program is on target to meet its FY 2007-08 goal even though past trends have been for the numbers to decline in the third quarter due to bad weather conditions. Future year increases in the numbers will likely be more modest unless the County implements a \$35 increase in subsidy allowed by the Federal Government as a tax-free benefit (maximum of \$110 per month), or the price of gasoline makes an even greater spike upwards. Maintaining high participation number has also become increasingly difficult without the added subsidy because transit providers have increased fares and reduced service. Fares were increased substantially in FY 2005-06 and 2006-07. Additional fare increases are anticipated for 2008-09. As the cost of transit increases, the cost of the automobile becomes more competitive.

During the Outcome Based Management process for FY 2006-07, the development of an interactive website to make the CAP more convenient for participants was established. Now that the website is fully functional and the feedback from users has been very positive, the Program is moving to the next phase, which will be to enable participants to complete financial transactions on the website. In addition to being able to register and access all of the programs from their worksite or home, individuals will be able to purchase and pay for their transit tickets and no longer submit monthly checks.

The Transportation Services Program also provides staff support to the City/County Association of Governments (C/CAG). Four Public Works staff members are assigned to work for C/CAG and two additional new positions have recently been approved. This comprises the majority of C/CAG staff. Additional staff support is provided by the Cities of Brisbane and San Carlos, and outside contracts. The C/CAG Executive Director and the Administrative Assistant are the only staff members employed directly by C/CAG. Some of the functions provided by Public Works staff for C/CAG include being a liaison with the Metropolitan Transportation Commission, the California Department of Transportation and the California Transportation Commission, and implementing the Countywide Transportation Plan that identifies policy guidelines to address congestion issues over the next 20 years. C/CAG has also retained a lobbyist in Sacramento to help cities and the County monitor and influence legislation.

The Half-Cent Transportation Fund is the main source of revenue for the Transportation Services Program. It pays for the CAP, as well as other County programs. The Fund Balance was fully depleted at the end of FY 2006-07. The Road Fund (proceeds from the excise tax on fuel) has also been steadily declining. The need for road improvements however, is increasing. In FY 2006-07 the Board adopted a plan to ensure that the Half-Cent Fund is only used for projects that are most consistent with its intended purpose. This new policy has discontinued the use of the Fund for various health, human services, and criminal justice programs. It is anticipated that the change will eventually result in monies in the Half-Cent Transportation Fund again becoming available to support roadway projects in the Unincorporated Areas.

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

- To manage the Half-Cent Transportation Fund so that the Fund Balance can be restored and funding can be made available to support transportation projects in the Unincorporated Areas
- To continue the development of 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 by further enhancing the web-based system. Some of the new enhancements being considered include ability to pay for tickets on-line, and additional links to other commute programs available for County workers
- To utilize lobbying in Sacramento to secure transportation funding and ensure that San Mateo County local jurisdictions receive appropriate shares of funding
- To monitor the newly implemented ramp metering on US-101 from the Santa Clara County border to CA Highway 92 and to establish this program on the northern stretch of US-101 and I-280 north of I-380 to manage or reduce traffic congestion
- To identify new commuting options for County workers located at the Tower Road Campus

#### Program Objectives

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

- Maintain the current high participation rate and improve accessibility to program services by FY 2008-09 and ongoing
- Continue marketing efforts, including those that focus on benefits to the environment and to personal finances by FY 2008-09 and ongoing
- Explore enhancements for the interactive website where individuals can find out about commute options and register to use the program, by adding new functions that have been requested by participants by FY 2008-09
- Consider increasing the subsidy for transit tickets and vanpool participation, to the Federal maximum of \$110 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 by 2010
- Explore the creation of new commuting options for County workers located at the Tower Road Campus by working with the Peninsula Congestion Relief Alliance, County Manager's Office, SamTrans and CalTrain to discuss route options to the Campus for both employees and the public by 2009

##### Maintain a Customer Satisfaction Rating of 90% for the Commute Alternatives Program

- Develop new policies and requirements for the bike, walk, and carpool programs in response to input received through

customer surveys, in order to increase participation rates by 2009

- Implement a new system to allow participants to pay for transit tickets through the internet and avoid having to mail in check payments by FY 2008-09

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Average monthly number of County employees served in the Commute Alternatives Program:	1,120	1,157	1,558	1,120	1,120
- Vanpool	16	15	16	15	15
- Transit tickets	855	864	1,155	850	850
- Carpool	225	237	330	230	230
- Bike/walk	25	41	57	25	25
<b>How Well We Do It (Quality / Efficiency)</b>					
Commute Alternatives Program cost per participant per quarter	\$214	\$219	\$196	\$230	\$240
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of new Commute Alternatives Program participants	127	134	158	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	551 / 98%	577 / 95%	520 / 93%	520 / 90%	520 / 90%
Percent participation of County employees in Commute Alternatives Program as compared to percent employee participation in large companies:					
- San Mateo County (SMC)	20%	22%	27%	20%	20%
- Other large employers in SMC	15%	15%	15%	15%	15%

### Transportation Services (4830P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	6.0	8.0	8.0	8.0		8.0
Funded FTE	6.0	6.7	6.7	8.0	1.3	8.0
<b>Total Requirements</b>	2,957,175	2,263,748	2,278,209	2,586,772	308,563	2,755,763
<b>Total Sources</b>	2,957,175	2,263,748	2,278,209	2,586,772	308,563	2,755,763

## Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increase in staff support to City/County Association of Governments; and minor reductions to overall operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
309,520	309,520	0	0	0	0

### 2. Adjustments to Fund Balance

Operational costs have been reduced due to decreased year-end Fund Balance from FY 2007-08.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(957)	(957)	0	0	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
308,563	308,563	0	0	0	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increased revenue from Courts for expenses related to the provision of transit and other commute alternatives subsidies for Court employees; and increased Reserves for unanticipated road projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
168,991	26,960	0	142,031	0	0

## Utilities (4840B)

### Program Locator

County

Community Services

Department of Public Works

Administrative Services

Engineering Services

Facilities Services

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

Waste Management

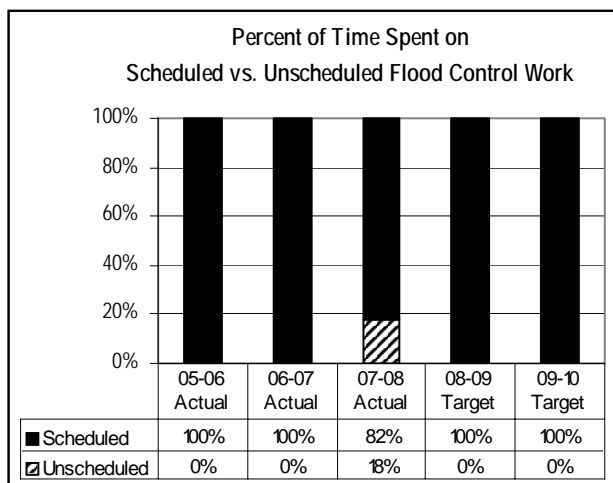
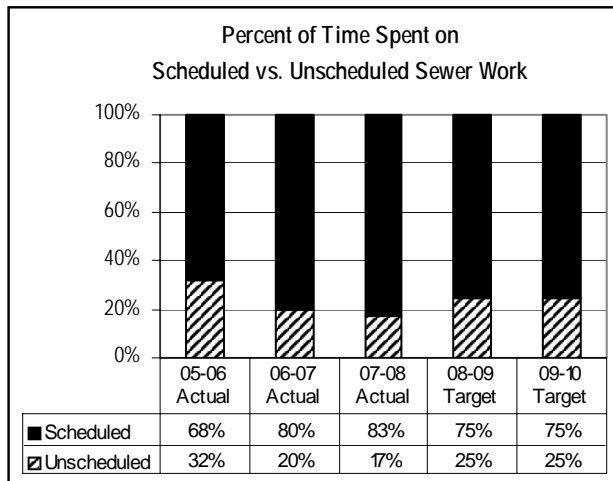
Transportation Services



**Utilities**

Airports

### Headline Measures



### Program Outcome Statement

The goals of the Utilities 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 the Department to comply with requirements of federal, state and local regulatory agencies and to implement natural resource conservation practices

### Services and Accomplishments

The Utilities 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, streetlights, 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 public 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 Program 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. The Program is in regular contact with the Facilities Maintenance Program, which provides field maintenance and activities for the two CSAs. 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 Department. Some of the roles include: participating in the environmental permitting process for Department projects; performing field inspections during construction to assure compliance with permits; coordinating with the Planning Department and other agencies on permitting issues; determining the impacts of new environmental regulations; coordinating with other departments to comply with the County's National Pollution Discharge Elimination System (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:

- Evaluated existing staffing, reporting structure, workload, and anticipated projects to develop a revised staffing structure that would be better aligned to meet technical, customer, and regulatory requirements and began realigning staff in accordance with revised staffing structure
- Developed, recommended, and presented sewer service charge rates through a public process to our customers and Board. Nine

of the ten districts approved the new rates that are anticipated to adequately finance the district's obligations and expenses

- Scheduled and participated in monthly meetings with property owner representatives from the Burlingame Hills Sewer Maintenance District and Crystal Springs County Sanitation District to work collaboratively to determine future sewer service charge rates for the districts that will be acceptable to our customers while sufficient to fund anticipated expenses.
- Performed regular maintenance inspections for the portions of Colma Creek and San Bruno Channel maintained by the flood control district
- Obtained required agency permits and performed sediment and vegetation removal on the Cupids Row portion of San Bruno Channel

### Story Behind Performance

**Flood Control**—Flood Control activities are financed through the flood control zones of the San Mateo County Flood Control District, which were established for some bayside watersheds in the county prior to the passage of Proposition 13. The San Mateo County Flood Control District became a member of the Bay Area Flood Protection Agencies Association (BAFPAA) during FY 2007-08. BAFPA was recently formed to provide a forum for flood control agencies to work together on regional flood control issues, share technology and information, and seek regional funding.

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 has continued to work 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 District received a five-year permit from the California Department of Fish and Game for maintenance and continues to pursue multiple year permits with the Army Corps of Engineers and Regional Water Quality Control Board.

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 continued to allocate money to be used as matching funds for an Army Corps of Engineers sponsored project, which remains in the Feasibility Phase.

The San Bruno Creek Flood Control Zone (SBCFCZ) continues to maintain San Bruno Creek which channels water through San Francisco International Airport property. The SBCFCZ'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 applied for and received annual permits for limited sediment removal and

vegetation clearing and continues to work with the permitting agencies to establish long-term maintenance permits for the channel, which will describe allowable work, monitoring requirements, and permit conditions.

Colma Creek and San Bruno Channel are monitored on a quarterly basis. The inspections of Colma Creek are performed with staff from the City of South San Francisco such that code enforcement issues can be identified and addressed by the City. The quarterly inspections assist in determining and scheduling maintenance work to be performed.

**Lighting**—Lighting continues to meet performance goals for responding to streetlight repairs. During the previous fiscal year the districts implemented the use of automated systems to schedule and track streetlight repairs. The number of streetlights maintained by the districts decreased for FY 2007-08 as the City of East Palo Alto assumed maintenance responsibility for the streetlights within their jurisdiction, subsequent to the transfer of the Ravenswood Highway Lighting District to the City.

**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 allocated significant resources to determine the required funding and corresponding sewer service charge rates for FY 2007-08 through FY 2011-12 to support regulatory requirements, operations and maintenance costs, treatment, and system improvements. The districts implemented a comprehensive informational outreach program, involving brochures, letters, website information, and public meetings in an effort to inform our customers of the need to increase rates and the importance of appropriate sewer system maintenance and sewage treatment. The recommended rates were approved for nine of the ten districts and one district levied a majority protest, which meant that based on Proposition 218 the sewer service charge rate for that district could not be increased from the rate for the previous fiscal year. The requirements of Proposition 218 have increased the complexity of raising rates for sewer service. The districts continue to implement programs and modify preventative maintenance strategies to reduce the number of sanitary sewer overflows to comply with State requirements and the Clean Water Act to reduce pollutants in the environment. The districts are now required to electronically report all sanitary sewer overflows, regardless of size, to the State Water Resources Control Board. The districts have continued to utilize automated data management systems 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 and necessary repairs, in an effort to reduce the number of sewer system overflows. 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) that would improve the integrity of the water distribution system and be financially feasible continue to be identified. The estimated cost to

replace the 70 year old water system exceeds \$1,500,000. Monitoring activities will continue on the existing well in CSA 11 (Pescadero). It continues to produce good quality water as well as meet 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; however, permit requirements continue to increase and agency review time has also increased, which has lengthened the time required to obtain permits for Department projects. Many of the permits obtained are for Road Fund projects. Time continues to be spent working to procure long term permits for maintenance of flood control channels (Colma Creek and San Bruno Creek). The Watershed Protection Program continues to evaluate culverts based on their condition and environmental impacts and this activity is anticipated to decrease slightly as existing culverts are replaced. Watershed Protection continues to aid all divisions of the Department in meeting the associated regulatory requirements to avoid regulatory violations. The Program regularly completes the monitoring and associated work for two closed County landfills. The program also participates in regular association/agency meetings such as: the National Pollution Discharge Elimination System, FishNet 4C, the Fitzgerald Marine Reserve Critical Coastal Area, and Areas of Special Biological Significance.

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

- To determine sanitary sewer service charge rates for the district that levied a majority protest (Burlingame Hills Sewer Maintenance District) for the future fiscal years that are acceptable to our customers while sufficient to adequately fund the increasing cost of sewage treatment, maintenance on aging infrastructure, and other necessary expenses
- To effectively work with homeowner association representatives and customers to develop sewer service charge rates for the Crystal Springs County Sanitation District that are acceptable to our customers while being adequate to fund required expenditures and outstanding debt of the District
- To continue implementation of the Regional and State Water Board's regulatory requirements for Sanitary System Management Plans for all districts in accordance with the required schedule and reporting requirements, while working within the financial framework defined by the sewer service charge rates
- To complete the anticipated work represented as components of the adopted sewer service charge rates while effectively addressing the unanticipated daily issues that are driven by customer inquiries or that require immediate response, given the Program's limited staffing
- To allocate dedicated staff time to maintain and update the various automated data management systems to provide current information
- To continue addressing complicated maintenance activities and obtain approvals from various regulatory agencies in the San

Bruno Creek Flood Control Zone due to the presence of the California red legged frog and the San Francisco garter snake

- To obtain approval from all the permitting agencies for a long term maintenance plan for Colma Creek and permits that may be required for repair/rehabilitation type projects
- To obtain approval from the permitting agencies in a timely fashion for routine road maintenance type projects as required for complete permit applications continue to increase in complexity, permit approval time lines have lengthened, and permit requirements have increased
- To seek additional and needed funding for Watershed Protection activities

- Continue performing regular inspections of San Bruno Creek and Colma Creek in accordance with the maintenance plans by 2009
- Perform maintenance as required and in compliance with the maintenance plans for San Bruno Creek and Colma Creek by 2010
- Continue performing regular maintenance of the Colma Creek habitat creation and enhancement project in accordance with established maintenance plan to promote continued success of the enhancement project by 2009

## Program Objectives

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

### Spend 75% of Time on Scheduled Sewer Work

- Complete implementation and revise, as needed, the Sanitary System Management Plan for the sewer districts in conformance with the schedule provided by the State by 2009
- Implement a financially feasible and appropriate program for inspecting sewer districts' infrastructure to obtain condition information and provide a method to proactively correct system deficiencies by 2010
- Prioritize the purchase and replacement of equipment based on the anticipated and dedicated revenue by 2009 and ongoing
- Continue and improve regular communication between office and field staff by FY 2008-09 and ongoing
- Update district maps to reflect field conditions, improvement projects, and correct identified inaccuracies by 2010
- Continue to dedicate time to review and modify as needed, the preventative maintenance strategies for the sewer systems to assure that the prescribed activities remain the most appropriate by FY 2008-09 and ongoing
- Monitor preventative maintenance activities in terms of scheduled time versus actual completion to determine whether the anticipated schedules are realistic, schedule adjustments are necessary, or improvements can be implemented for more efficiently completing the work by FY 2008-09 and ongoing
- Provide regular training for staff in collection system operations, maintenance, and monitoring by FY 2008-09 and ongoing
- Review and modify, when needed, district standards and testing methods to assure they are appropriate and meet current standards by FY 2008-09 and ongoing

### Achieve a 100% 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 by 2010
- Continue working with the permitting agencies to obtain a long-term maintenance plan permit for the improved channel sections in Colma Creek by 2011



Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of streetlights maintained <sup>(1)</sup>	2,920	2,921	2,128	2,128	2,128
Number of properties served by County sewer districts	11,376	11,407	11,426	11,417	11,420
Number of projects and sites submitted for environmental review:					
- Projects	28	42	29	30	30
- Sites	68	112	95	80	80
Total number of cross culverts inspected in rural areas	19	50	27	40	40
Miles of flood control channel maintained	8	8	8	8	8
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of streetlights repaired within ten working days	94%	95%	95%	95%	95%
Number of inspected cross culverts repaired or replaced	30	3	31	15	15
Hours incurred per environmental submittal:					
- Projects	40	13	25	35	35
- Sites	8	7	8	15	15
Percent of time spent on scheduled vs. unscheduled work:					
- Scheduled sewer work	68%	80%	83%	75%	75%
- Unscheduled sewer work	32%	20%	17%	25%	25%
- Scheduled flood control work	100%	100%	82%	100%	100%
- Unscheduled flood control work <sup>(2)</sup>	0%	0%	18%	0%	0%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of regulatory violations	0	0	0	0	0
Number of reportable sewer overflows:					
- 1,000 gallons or more	1	0	5	5	5
- Between 100 and 999 gallons	7	5	20	20	20
Number of projects permitted	27	17	17	15	15
Number and percent of customers rating services good or better for Sewer services	36 / 100%	46 / 100%	36 / 100%	40 / 100%	40 / 100%

<sup>(1)</sup> The decrease in streetlights maintained is because responsibility for the Ravenswood Highway Lighting District was transferred to the City of East Palo Alto.

(2) Unscheduled flood control work is defined as either: a) work that requires a permit must be done immediately because lives or property are in eminent danger; or b) an unanticipated situation that does not require a permit but does require significant funding reallocations in order to do the work needed. There was one unanticipated situation related to Colma Creek in FY 2007-08.

## Utilities (4840B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	15.0	16.0	15.0	16.0	1.0	16.0
Funded FTE	15.0	16.0	15.0	15.9	0.9	15.9
 Total Requirements	42,903,893	50,085,184	47,414,144	53,054,461	5,640,317	44,721,489
Total Sources	43,441,617	50,205,885	47,534,850	53,175,167	5,640,317	44,842,195
Net County Cost	(537,724)	(120,701)	(120,706)	(120,706)		(120,706)
 NCC Breakdown						
Non-Mandated Services			(120,706)	(120,706)		(120,706)

### Discretionary Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost as operations are fully funded by charges to users. The program has a negative Net County Cost of \$120,706 as a result of excess Cable Television franchise agreement revenues, which offset Net County Cost in other department programs.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; removal of one-time costs for construction of sewer and flood control projects. The increase in Fund Balance is primarily due to revenue realized in FY 2007-08 as a result of mid year rate increases and delays in construction of projects. Reserves have been set-aside for sewer, flood control, and lighting projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,198,183	(1,040,771)	(71,464)	6,310,418	0	0

#### 2. Transfer of an Associate Engineer to Special District Administration

An Associate Engineer position has been transferred from the Engineering Services Program in order to provide for better management of various sewer projects that are anticipated to begin in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
117,098	117,098	0	0	0	1

**3. Increased Sewer Repair Costs**

An increased number of sewer repairs will be performed during FY 2008-09 because the system is aging and the possibility of failures is becoming more likely.

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

**4. Contribution to Other Agencies**

The Army Corps of Engineers will begin work in FY 2008-09 on a project to address the flooding along San Francisquito Creek. The County is a member of the San Francisquito Creek Joint Powers Agency and is obligated to financially contribute to this project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,252,558	0	(1,252,558)	0	0

**5. Capital Projects for Sewer, Flood Control System, and Street Lighting**

Major sewer, flood control, and undergrounding projects include: repair of the Emerald Lake Heights sewer at Park Road and Springdale Way; replacement and various repairs of the Fair Oaks sewer at Rutherford Avenue; replacement of the sewer pipe in the Devonshire Sanitation District; repair of flood wall along Colma Creek between Utah Avenue and Navigable Slough; repair and improvement of the storm drain along Colma Creek at Daly City; the Colma Highway Lighting District's portion of the El Camino Real Underground Project not completed in FY 2007-08; and undergrounding of street light wiring and controls in Colma.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	5,839,000	0	(5,839,000)	0	0

**6. Sewer District Operations Equipment Replacement**

Funding from Sewer Districts administered by the County will be used to purchase sewer equipment to replace older equipment that is no longer functional and/or to acquire items that reflect the latest technology.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
247,586	495,172	0	(247,586)	0	0

**7. Burlingame Hills Sewer Rate Increases**

The additional sewer service charges associated with the Burlingame Hills Sewer Maintenance District sewer rate increase will be used for general district maintenance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
62,450	62,450	0	0	0	0

**8. Pescadero Fire Flow Study**

Funding and related costs are reappropriated for the Pescadero Fire Flow Study.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,000	15,000	0	0	0	0

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,640,317	7,140,507	(71,464)	(1,428,726)	0	1

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; negotiated labor increases; inclusion of merit increases; Fund Balance adjustments to reflect contingencies carried forward from FY 2008-09; and removal of one-time capital improvement projects for sewers and flood control.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(7,372,800)	(7,112,485)	0	(260,315)	0	0

**10. Colma Creek Flood Control Project**

Reserve funds have been set-aside to construct the second phase of the Colma Creek Flood Control project that is located upstream of Spruce Avenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,000,000	0	(2,000,000)	0	0

**11. Emerald Lake Heights Sewer Project**

Reserve funds have been set-aside to repair the hydraulic deficiency in the Edgewood Road sewer line.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	45,000	0	(45,000)	0	0

**12. Elimination of One-Time Projects**

One-time appropriations to fund the Colma Highway Lighting District's portion of the El Camino Real Underground Project, the sewer district operations equipment replacement, the Fair Oaks Sewer Replacement and Spot Repair Project, and the Pescadero Fire Flow Study have been eliminated in FY 2009-10.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(960,172)	(960,172)	0	0	0	0

## TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(8,332,972)	(6,027,657)	0	(2,305,315)	0	0

## Airports (4850P)

### Program Locator

#### County

#### Community Services

#### Department of Public Works

#### Administrative Services

#### Engineering Services

#### Facilities Services

#### Road Construction and Operations

#### Construction Services

#### Vehicle and Equipment Services

#### Waste Management

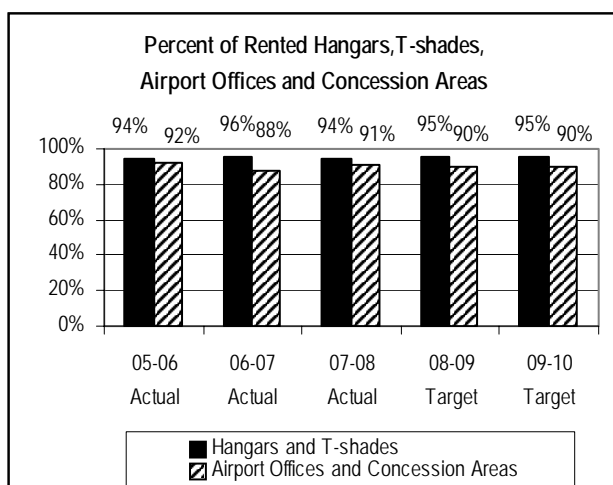
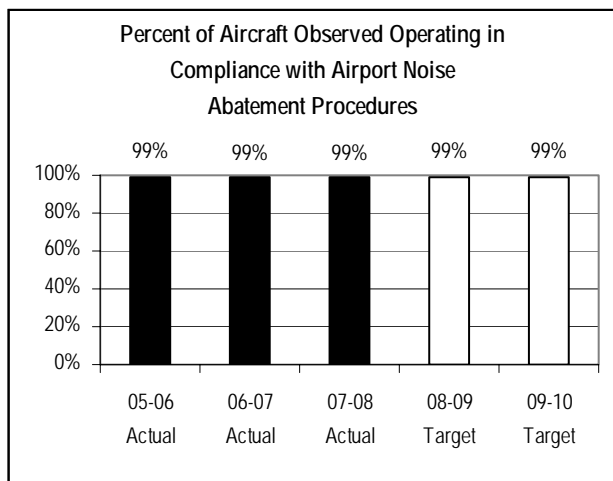
#### Transportation Services

#### Utilities



#### 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. 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:

- Started construction on 45 new aircraft storage hangars and 29 new T-shade spaces at the San Carlos Airport
- Secured a \$4,000,000 low-interest loan from the California Department of Transportation to fund the construction of the new hangars and T-shades
- Received an Airport Improvement Grant in the amount of \$300,000 for taxiway and drainage improvements at the San Carlos Airport
- Completed the construction of FAA and State grant funded safety and maintenance improvements totaling \$3,000,000 at the San Carlos Airport including the installation of new runway Stopways
- Revised the County's policies and procedures for the leasing and management of aircraft storage hangars, T-shades, tiedowns and waiting lists for current and future tenants, with input and feedback from airport pilot groups and users Updated the Airport Layout Plan Sets for both San Carlos and Half Moon Bay Airports to ensure the highest level of grant eligibility
- Updated the Airport Layout Plan Sets for both San Carlos and Half Moon Bay Airports to ensure the highest level of eligibility for FAA and California Department of Transportation grants
- Updated the existing hangar waiting lists for both San Carlos and Half Moon Bay Airports and developed new waiting lists for the new T-shades and Half-hangars
- Coordinated with Mavericks Surf Ventures to allow spectator vehicle parking at the Half Moon Bay Airport during their surf contest to help alleviate traffic and access concerns in the community and provide an additional source of revenue to the Airport

- Installed new updated noise abatement signs at the runway entrances at San Carlos Airport to ensure the highest level of pilot compliance with the Airport's noise abatement procedures
- Enhanced the safety of flight operations at Half Moon Bay Airport and San Carlos Airport with the installation of web-based 24-hour weather information services

### Story Behind Performance

The Airports Program continues to be responsive to the concerns of residents surrounding the Airports related to aircraft noise impacts and continues to enhance the Airport Noise Abatement Programs. Pilot compliance with voluntary noise abatement procedures remains high at 99%. The Program installed updated noise abatement signs at the runway entrances and continues to work with the Air Traffic Controllers and flight schools at San Carlos Airport to develop additional procedures that further increase pilot awareness and compliance with the noise abatement procedures. The Program initiated a number of energy saving measures including the retrofitting of incandescent lighting fixtures with compact florescent lamps, the installation of timers and motion sensors for lighting in County maintained facilities and replacement of the airport service vehicle with a hybrid. The Program continues to provide quality maintenance services for airport facilities and implement customer requested improvements including performing door and structural repairs to aircraft storage hangars, roofing repairs and drainage improvements. These continued improvements and initiatives are expected to sustain a 90% customer satisfaction rating.

The Program completed the construction of safety and maintenance improvements at San Carlos Airport with \$3,000,000 in federal and state grants funds including the overlay of the runway, construction of stopways at both runway ends and the installation of a 24-hour automated weather reporting system. Additionally, the FAA awarded the Program an airport improvement grant in the amount of \$300,000 for taxiway and drainage improvements at San Carlos Airport, which are scheduled to be constructed in FY 2008-09.

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 also completed the update of the airport layout plan sets for both airports and submitted airport capital improvement plans to the FAA to ensure the highest level of grant eligibility.

The Airports continue to increase its financial self-sufficiency and fund reserves by developing leases, business agreements and fee structures that reflect fair-market value as required by the FAA, including an agreement with Mavericks Surf Ventures for automobile parking at the Half Moon Bay Airport during their annual surf contest. The numbers of business and charter flights continue to increase at the airports in response to the demand for these services. Overall aircraft operations however, have declined slightly over the last several years as a result of new air traffic control procedures limiting the rate of take-offs and landings during busy periods, temporary

runway closures due to airport construction projects, 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 Airports. Construction is currently underway on 45 new aircraft storage hangars and 29 T-shade spaces at San Carlos Airport with completion scheduled for later in 2008. Additionally, the Program revised and updated its aircraft storage policies and continues to audit aircraft storage hangar accounts to ensure compliance with the Board of Supervisors hangar waiting list and aircraft airworthiness policies. These efforts and the completion of the new hangars and T-shades are expected to substantially shorten the wait for these structures.

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

- To complete the construction of the 45 new aircraft storage hangars and 29 new T-shade spaces at San Carlos Airport to address the high demand for these facilities; this is a major construction project that will require substantial coordination between Engineering, Airport Staff, Airport Customers and Tenants, contractors, the Federal and State Aviation Administrations, and others
- To continue to update outdated airport business leases and agreements and ensure that fee structures reflect fair-market value as required by the FAA to ensure continued eligibility for Federal and State grants
- To maintain occupancy levels 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

### Program Objectives

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

#### Maintain a 99% Noise Abatement Compliance Rate

- Continue educational efforts and aircraft noise abatement monitoring at both Airports by FY 2008-09 and ongoing
- Update and install new noise abatement signs at the entrance to the runways at Half Moon Bay Airport to ensure the highest level of pilot compliance with the Airport's noise abatement procedures by FY 2008-09
- Publish periodic noise abatement reminders in the airport newsletter mailed to all airport tenants by FY 2008-09 and ongoing
- Meet with neighborhood groups and individuals surrounding the Airports regarding aircraft noise impacts and the Airports' noise abatement efforts by FY 2008-09 and ongoing
- Ensure the Airport flight schools' continued high level of cooperation and compliance with the noise abatement program by meeting with their chief pilots and flight instructors by FY 2008-09 and ongoing
- Update the Airports' website with the latest noise abatement information and procedures by FY 2008-09

- 
- Continue to meet regularly with the San Carlos Airport Air Traffic Control Tower Manager to review noise abatement issues and develop procedures to address potential concerns by FY 2008-09 and ongoing
  - Distribute noise abatement posters and handouts to pilots and flight schools by FY 2008-09 and ongoing
  - Train new employees on aircraft monitoring standards and the Airports' noise abatement program policies and procedures by FY 2008-09

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to provide high-level maintenance services for Airport facilities and hangars by FY 2008-09 and ongoing
- Complete the construction of new aircraft hangars and T-shades at San Carlos Airport by 2010
- Perform repairs to the restrooms in the Airport hangar buildings at San Carlos Airport by 2009

Prevent Further Reductions in Occupancy Rate

- Complete the construction of new aircraft hangars and T-shade spaces at San Carlos Airport to address the high demand for these types of facilities by 2010. The majority of individuals on the waiting list for these enclosures are existing customers using tiedowns
- Utilize the FAA and State Division of Aeronautics grant programs to fund the design and construction of airport safety, security, maintenance and improvement projects at both Airports by 2010

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Total number of aircraft operations at San Carlos Airport	146,042	144,966	147,115	140,000	137,000
Total number of rental hangars, T-shades, offices and concession areas at San Carlos Airport (SQL) and Half Moon Bay Airport (HAF):					
- Hangars and T-shades <sup>(1)</sup>	140	140	140	214	214
- Airport offices and concession areas	56	60	61	61	61
<b>How Well We Do It (Quality / Efficiency)</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>(2)</sup>					
- San Carlos Airport	- 4.5%	- 0.7%	1.5%	- 3.0%	-2.0%
- Bay Area Average	- 6.4%	- 4.6%	-0.8%	---	---
Percent of hangars, T-shades, offices and concession areas rented at SQL and HAF:					
- Hangars and T-shades	94%	96%	94%	95%	95%
- Airport offices and concession areas	92%	88%	91%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of customer survey respondents rating services good or better	40 / 97%	38 / 100%	31 / 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> In FY 2008-09, 45 new hangars and 29 T-shade spaces were constructed and available for rent at San Carlos Airport.

<sup>(2)</sup> The average change in aircraft operation counts at other Bay Area general aviation airports is published for information only as statistics become available.



## Airports (4850P)

### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	8.0	9.0	9.0	9.0		9.0
Funded FTE	8.0	8.9	8.9	9.0	0.1	9.0
 Total Requirements	7,473,866	9,440,471	14,047,764	5,697,825	(8,349,939)	2,641,816
Total Sources	7,473,866	9,440,471	14,047,764	5,697,825	(8,349,939)	2,641,816

#### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increase in leased rental charges; elimination of completed one-time construction projects with corresponding decreases in revenue; and a reduction in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(9,315,598)	(9,042,176)	0	(273,422)	0	0

##### 2. San Carlos Airport Improvements

Appropriation has been added for infrastructure improvements including access road, drainage, fencing and safety improvements. Construction costs will be fully offset with Reserves and grant funding from the Federal Aviation Administration (FAA) and State Division of Aeronautics. These improvements will enhance the safety, security and utility for airport users.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,090,000	1,390,000	0	(300,000)	0	0

##### 3. Half Moon Bay Airport Improvements

Appropriation has been added for infrastructure improvements including construction of access road, apron, fencing, pavement, and drainage improvements. Construction costs will be fully offset with Reserves and grant funding from the Federal Aviation Administration (FAA) and State Division of Aeronautics. These improvements will enhance the safety, security and utility for airport users.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,647,713	1,682,632	0	(34,919)	0	0

**4. Property Lease for Devil's Slide Tunnel Construction**

Revenue received from the Devil's Slide tunnel project team for the lease of property at Half Moon Bay Airport has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
100,000	0	0	100,000	0	0

**5. Adjustments to Fund Balance**

Reserves and appropriation for infrastructure assets in Roads have been reduced due to less than anticipated year-end Fund Balance from the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,872,054)	(79,684)	0	(1,792,370)	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(8,349,939)	(6,049,228)	0	(2,300,711)	0	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

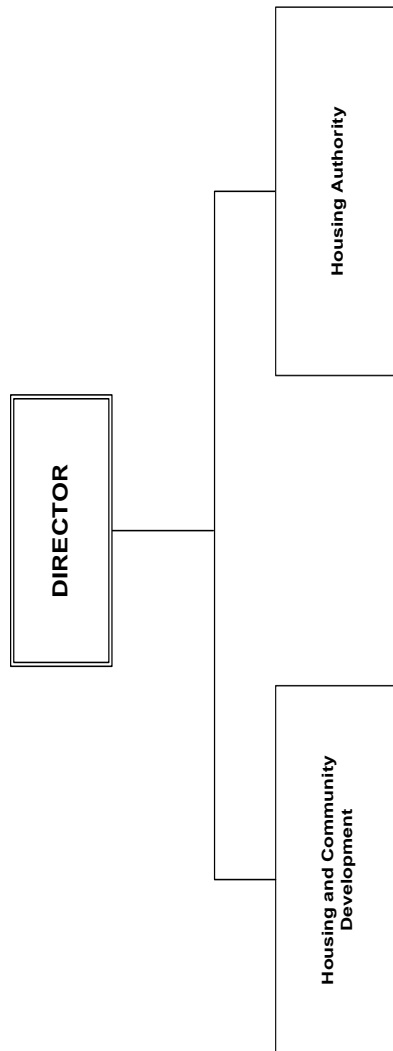
Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; elimination of completed capital projects and one-time revenue sources; and reduction in reserves due to reduced Fund Balance from the prior year.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,056,009)	(2,956,009)	0	(100,000)	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

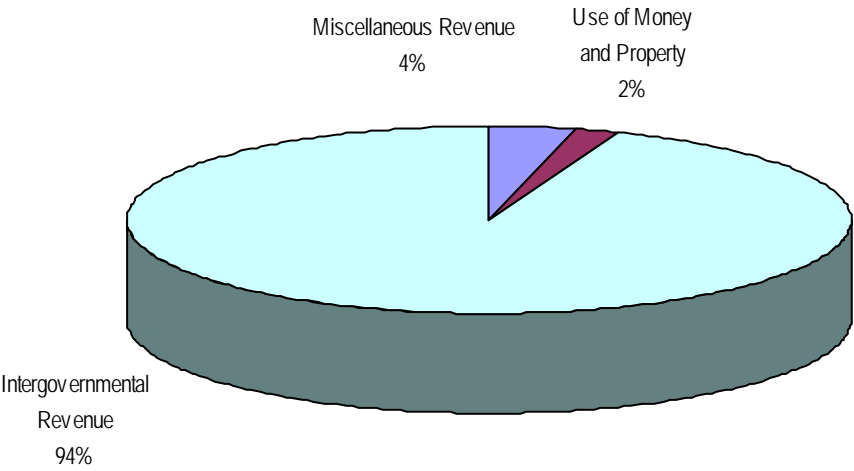
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,056,009)	(2,956,009)	0	(100,000)	0	0

**DEPARTMENT OF HOUSING**

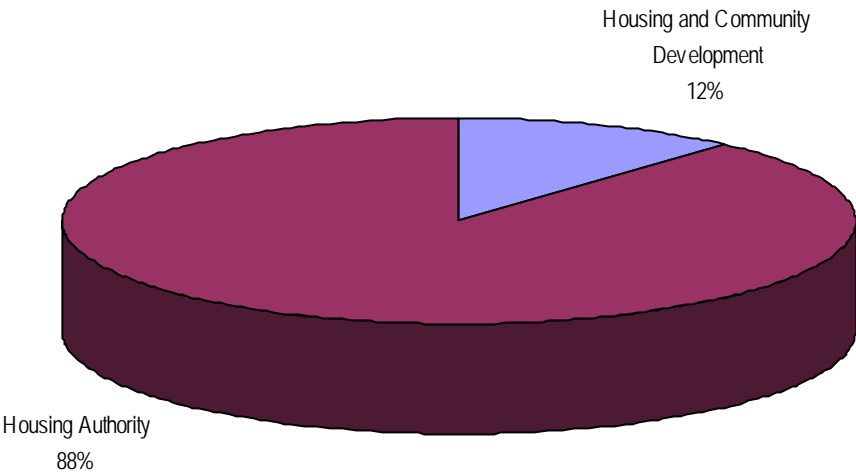


# Department of Housing

## FY 2008-09 Adopted Sources



## FY 2008-09 Adopted Requirements



## Department Locator

### County

#### Community Services

Real Property Services

Public Safety Communications

Fire Services

Local Agency Formation Commission

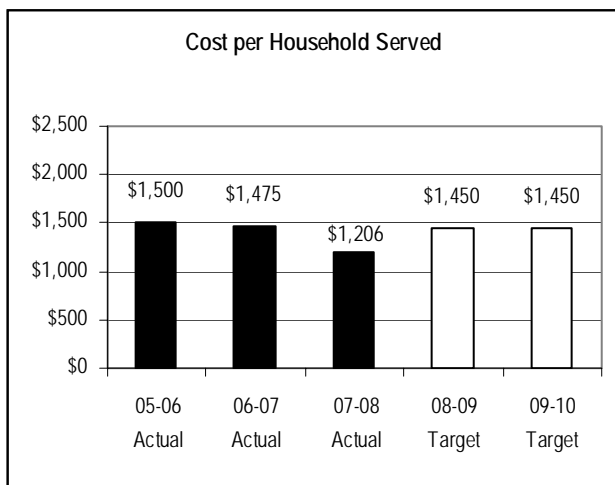
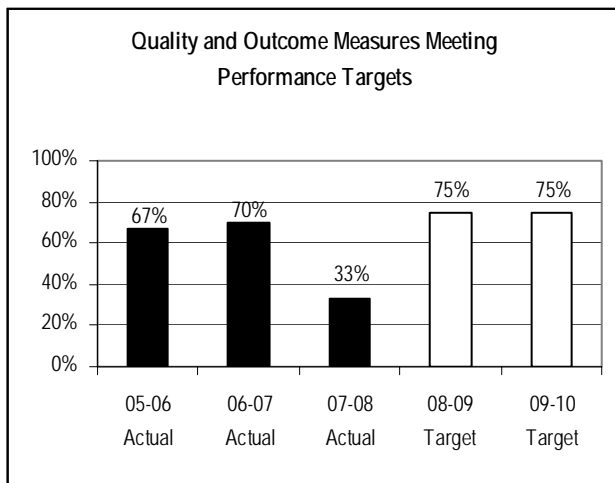
Planning and Building

Parks Department

Department of Public Works

**Department of 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 – 2007)

### 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 more than 1,000 additional households.

### PLACE

#### 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 in Foster City, City Center Plaza in Redwood City, and Nugent Square in East Palo Alto, anchor locally prized “great places.”

### PROSPERITY

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

##### • **Housing Options Anchor Healthy Economy and Transit**

Housing options for a wide spectrum of households directly contributes to economic revitalization and improved transit service through increased ridership in cities and key unincorporated areas.

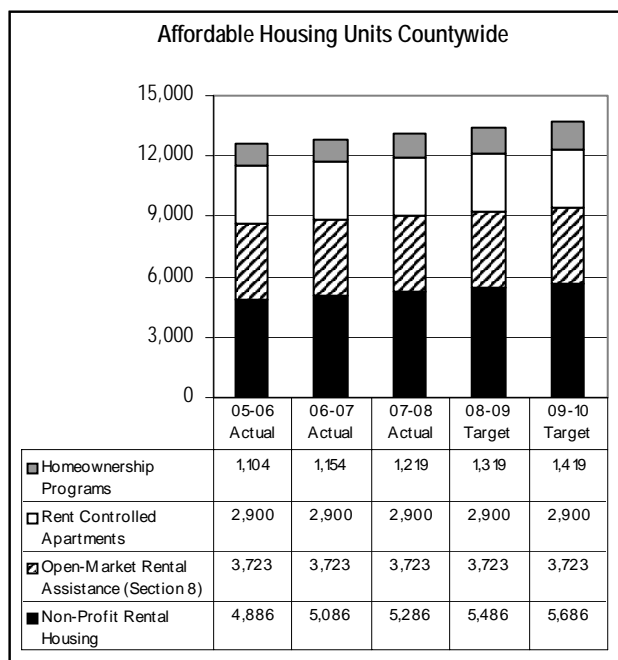
### PARTNERSHIPS

#### 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. 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 2007-08

### 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 Trestle Glen Apartments, a showcase transit-oriented development at the Colma BART station
- Maintained nearly full utilization of rental assistance vouchers

### Offer a Full Range of Housing Choices

- Contributed funding to 626 affordable units in development at 13 sites throughout the county

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

- Launched Countywide Housing Strategy project and published Housing Needs Study summary
- Actively promoted infill housing as keystone of "placemaking" in downtowns and transit corridor

### Responsive, Effective and Collaborative Government

- Provided staffing and technical assistance to HEART
- Participated actively in implementation of the HOPE initiative
- In collaboration with San Mateo County City/County Association of Governments, organized a consortium of all jurisdictions in the county to accomplish the State-mandated regional housing

needs allocation to plan adequate housing capacity to accommodate growth

## Major Issues to be Addressed

- **Housing Affordability Gap**—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 applied successfully in other areas with more centralized land use authority (for example San Jose, San Diego, Denver or Portland) have not been adapted to San Mateo County where land use authority is fragmented among twenty cities and the County.

## Key Department Initiatives

### 1. Countywide Housing Strategy

#### Major Issues to be Addressed:

- Insufficient goal alignment and program coordination among the County, cities, agencies, and organizations
- Lack of broadly appreciated Countywide measures of housing production linked to sustainability goals

#### 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 increasing alignment among complementary efforts of public and private organizations to produce well-placed housing for households at all income levels in the community

#### Objectives:

- Publish broadly endorsed 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 broadly endorsed measurable sustainability goals with feasible housing production targets that 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 suite of public education materials on key housing issues
- 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
- Planning and Building Department
- City/County Association of Governments (C/CAG), HEART, HOPE, SamTrans, cities

**FY 2008-09 Budget Impact:**

Approximately \$500,000 in federal and other funding sources will cover staffing and other costs of these Department of Housing initiatives, with no Net County Cost.

## 2. Showcase Housing Solutions

**Major Issue 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
- Develop tools that help local decision makers better understand infill housing requirements and implications

- Publish series of local demonstrations and adaptations of best-practice housing solutions

**Major Milestones:**

- Identify promising opportunity sites and areas
- Publish research and best practices to address infill housing issues
- Help fund and showcase exemplary affordable housing developments along Grand Boulevard
- Develop website showing initial “great places” examples
- Convene subsidy coordination group
- Help secure planning grants to identify suitable new infill housing sites in the transit corridor
- Trestle Glen ground breaking at Colma BART
- Conceptual plan for Midway Village revitalization
- Conceptual plan for Half Moon 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
- Planning and Building Department
- C/CAG, HEART, HOPE, SamTrans, Threshold 2008, Grand Boulevard Initiative, cities

**FY 2008-09 Budget Impact:**

Approximately \$500,000 in federal and other funding sources will cover staffing and other costs of these Department of Housing initiatives, with no Net County Cost.

Department of Housing (7900B)  
ALL FUNDS

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	1,276,856	1,424,487	1,197,814	1,489,508	291,694	1,489,508
Intergovernmental Revenues	71,394,868	69,732,459	69,790,001	72,860,803	3,070,802	72,860,803
Interfund Revenue		245,000	350,000		(350,000)	
Miscellaneous Revenue	4,022,306	3,177,410	4,160,196	2,987,589	(1,172,607)	2,987,589
<b>Total Revenue</b>	<b>76,694,030</b>	<b>74,579,356</b>	<b>75,498,011</b>	<b>77,337,900</b>	<b>1,839,889</b>	<b>77,337,900</b>
Fund Balance	650,868	473,064	473,064	8,448	(464,616)	8,448
<b>TOTAL SOURCES</b>	<b>77,344,898</b>	<b>75,052,420</b>	<b>75,971,075</b>	<b>77,346,348</b>	<b>1,375,273</b>	<b>77,346,348</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,841,326	5,999,852	6,398,896	6,386,205	(12,691)	6,453,912
Services and Supplies	2,347,668	2,120,330	2,853,683	2,676,468	(177,215)	2,676,468
Other Charges	61,676,756	58,890,384	64,904,427	62,950,723	(1,953,704)	62,883,016
Fixed Assets	226,150	5,260	367,644	42,000	(325,644)	42,000
Other Financing Uses	22,267	15,288				
<b>Gross Appropriations</b>	<b>70,114,167</b>	<b>67,031,114</b>	<b>74,524,650</b>	<b>72,055,396</b>	<b>(2,469,254)</b>	<b>72,055,396</b>
<b>Net Appropriations</b>	<b>70,114,167</b>	<b>67,031,114</b>	<b>74,524,650</b>	<b>72,055,396</b>	<b>(2,469,254)</b>	<b>72,055,396</b>
Contingencies/Dept Reserves	825,854	1,885,590	770,064	54,000	(716,064)	54,000
Non-General Fund Reserves	6,944,313	6,135,716	676,361	5,236,952	4,560,591	5,236,952
<b>TOTAL REQUIREMENTS</b>	<b>77,884,334</b>	<b>75,052,420</b>	<b>75,971,075</b>	<b>77,346,348</b>	<b>1,375,273</b>	<b>77,346,348</b>
<b>NET COUNTY COST</b>	<b>539,436</b>	<b>1</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	66.0	65.0	65.0	65.0		65.0
Funded FTE	65.0	65.0	65.0	64.8	(0.2)	64.8



## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$1,375,273 from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Use of Money and Property

There is a increase of \$291,694 in this funding source due to Housing Authority Public Housing units are fully resulting in an increase in total tenant rental payments.

#### Intergovernmental Revenues

There is a net increase of \$3,070,802 in this funding source primarily due to an increase in Housing Authority funding for the Administrative fee portion for the Housing Choice Voucher Program, which provides rental assistance to more than 4,000 low-income households.

#### Interfund Revenue

There is a decrease of \$350,000 in this funding source due to the elimination of one-time funding for office consolidation and computer upgrades called for in the implementation phase of the County Management Review of the Department of Housing.

#### Miscellaneous Revenue

There is a net decrease of \$1,172,607 in this funding source primarily due to a reduction in HUD block grants and a reduction in CDBG and HOME funding for the administrative fee for Housing and Community Development.

#### Fund Balance

There is a net decrease of \$464,616 in this funding source due to a decrease in Contract Services in Housing and Community Development.

### TOTAL REQUIREMENTS

Total Requirements increased by \$1,375,273 from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a decrease of \$12,691 in this expenditure category due to negotiated labor increases, inclusion of merit increases, and annualization of mid-year position changes.

#### Services and Supplies

There is a decrease of \$177,215 in this expenditure category primarily due to the elimination of satellite offices as recommended in the County Management Review, which resulted in a decrease in rental costs.

#### Other Charges

There is a net decrease of \$1,953,704 in this expenditure category primarily due to the decrease in Housing and Community Development, which results in fewer housing improvement and new development projects. Automation service charges decreased significantly primarily due to the elimination of satellite offices and consolidation of staff.

#### Fixed Assets

There is a decrease of \$325,644 in this expenditure category to more closely align projected equipment and capital projects for public housing units with historical actuals.

#### Contingencies and Departmental Reserves

There is a net increase of \$3,844, 527 in this expenditure category. The balance in Reserves represents 7.3% of Net Appropriations, which exceeds the 2% Reserves policy by \$3,844,009. The balance in General Fund Reserves represents .06% of General Fund Net Appropriations, which is below the 2% Reserves policy by \$130,297. The General Fund Reserves has been decreased by \$716,064 for a total of \$54,000. The balance in Non-General Fund Reserves represents 8.3% of Non-General Fund Net Appropriations, which exceeds the 2% Reserves policy by \$3,974,306. Non-General Fund Reserves have been increased by \$4,560,591 for a total of \$5,236,952. Housing Authority has a significant increase in reserves due to savings from the Housing Choice Voucher program, fully leased public housing units, and increase in administrative fees from Voucher program.

### NET COUNTY COST

No change.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources from the FY 2008-09 to the FY 2009-10 Adopted Budget is expected to remain the same until the U.S. Department of Housing and Urban Development notifies the county of the new funding levels.

### TOTAL REQUIREMENTS

Total Requirements had no net change from the FY 2008-09 to the FY 2009-10 Recommended Budget.

#### Salaries and Benefits

There is an increase of \$67,707 in this expenditure category due to negotiated labor increases and inclusion of merit increases.

#### Other Charges

There is a decrease of \$67,707 in this expenditure category due to the decrease in Housing and Community Development, which results in fewer housing improvement and new development projects.

#### Contingencies/Departmental Reserves

There is no change in Reserves. The balance in Reserves represents 7.3% of Net Appropriations, which exceeds the 2% Reserves policy by \$3,844,009. The balance in General Fund Reserves represents 0.06% of General Fund Net Appropriations, which is below the 2% Reserves policy by \$130,297. The balance in Non-General Fund Reserves represents 8.3% of Non-General Fund Net Appropriations, which exceeds the 2% Reserves policy by \$3,974,306.

### NET COUNTY COST

No change.

## Housing and Community Development (7920P)

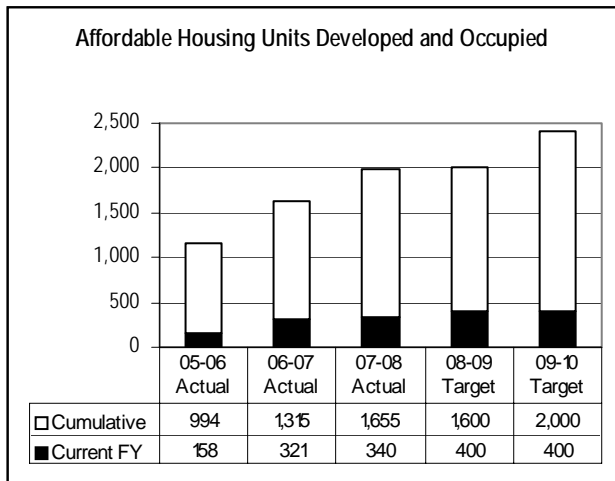
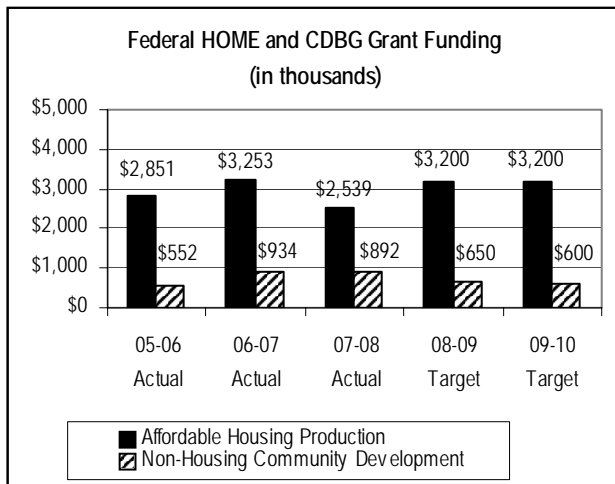
### Program Locator

County

Department of Housing

▷ **Housing and Community Development**  
Housing Authority

### Headline Measures



### Program Outcome Statement

Housing and Community Development provides financing and technical assistance for affordable housing and community development to improve the quality of life in the community for very low and moderate income residents. Its primary focus is to help partner organizations increase the supply of housing that is affordable to County residents who cannot compete effectively in the open housing market.

### 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-housing 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 other County departments, Housing Endowment and Regional Trust (HEART) the Ten-Year Plan to End Homelessness initiative (HOPE), and San Mateo County/City Association of Governments (C/CAG).

The following are major accomplishments in the current year:

- Published and distributed Housing Needs Study summary
- Facilitated consensus resolution of regional housing needs allocation
- Provided essential support to enable launch of major community engagement project
- Contributed funding and technical assistance to help complete a total of 358 units in seven projects of decent homes that are within the affordability of workers and residents including persons with special needs; 268 additional units are under construction in six other developments
- Formed a collaboration with Behavioral Health and Recovery Services to facilitate the production of supportive housing for individuals with mental illness
- Continued participated actively in the implementation of the HOPE initiative (10-year plan to end homelessness), especially as related to developing plan for supportive housing for transition age youth and persons with mental disabilities
- Continued 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

The high cost of 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. In response,

the mission of the Department of Housing has stretched beyond its traditional scope — 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 predominant 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 and improve a 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 Planning and Building Department of the Community Services Agency to implement all housing components of the County's General Plan, and with Health Services Agency on housing policy projects related to land use, aging population, and supportive housing development.

**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

- Continue to 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), and coordinate deployment of stakeholders' various action plans and resources

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 and local campaigns to develop a dedicated source of public funding for affordable housing as a necessary part of community infrastructure
- Organize and promote coordination of subsidies among local funding sources for supportive and affordable housing development projects
- Collaborate with other County agencies to develop project proposals for supportive housing funded by the State Mental Health Services Act
- Maximize use of project-based vouchers to enable development of supportive housing and to retain federal housing subsidies in the form of project equity

Provide Funding and Technical Assistance to the Housing Authority to Pursue More Effective Use of its Properties

- Create and execute a disposition plan to provide more cost effective property management structure at El Camino Village
- Facilitate creation of multi-agency senior services campus plan that will guide development of more and better housing opportunities at Half Moon Village
- Collaborate with commercial financial institutions to leverage diminishing public funds with private capital

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Federal HOME and CDBG grant funding provided for:					
- Affordable housing production	\$2,851,850	\$3,252,664	\$2,539,417	\$3,200,000	\$3,200,000
- Non-Housing Community Development	\$552,050	\$933,949	\$891,670	\$650,000	\$600,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Homeowner Assistance loans distributed:					
- Rehabilitation loans	\$907,000	\$473,165	\$455,000	\$950,000	\$950,000
- Down payment	\$2,019,449	\$428,720	\$382,390	\$500,000	\$500,000
Percent of customer survey respondents rating services good or better <sup>(1)</sup>	---	90%	95%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of Affordable Housing Units developed and occupied:					
- Annual	158	321	340	400	400
- Cumulative (since FY 1999-00)	994	1,315	1,655	1,600	2,000
Number of households benefitting from Homeowner Assistance loans <sup>(2)</sup>	1,300	12	1,374	1,400	1,400

<sup>(1)</sup> The first HCD Customer Care survey was conducted in FY 2006-07.

<sup>(2)</sup> This measure includes loans for home rehabilitation and down payments.

## Housing and Community Development (7920P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Salary Resolution</b>	19.0	19.0	19.0	19.0		19.0
<b>Funded FTE</b>	19.0	19.0	19.0	18.8	(0.2)	18.8
<b>Total Requirements</b>	11,396,563	9,968,472	12,998,286	8,977,073	(4,021,213)	8,977,073
<b>Total Sources</b>	10,857,127	9,968,472	12,998,286	8,977,073	(4,021,213)	8,977,073
<b>Net County Cost</b>	539,436					

### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases. These increases are more than offset with various reductions in project costs in community development grant administration, such as Safe Harbor, which was completed in 2007.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,729,460)	(3,013,396)	0	(716,064)	0	0

### 2. Applicants and Developers Fees

Revenue received in FY 2007-08 has been deferred to FY 2008-09 to align with expenditures for ongoing project-related contracts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(291,753)	(291,753)	0	0	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,021,213)	(3,305,149)	0	(716,604)	0	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets negotiated labor increases and inclusion of merit increases, which have been fully offset with reductions in Housing and Community Development, which results in fewer housing improvement and new development projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	67,707	0	0	67,707	0
0	(67,707)	0	0	(67,707)	0

## Housing Authority (7930P)

### Program Locator

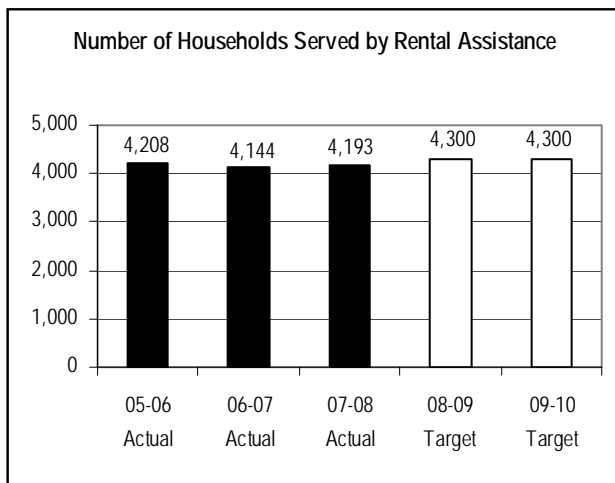
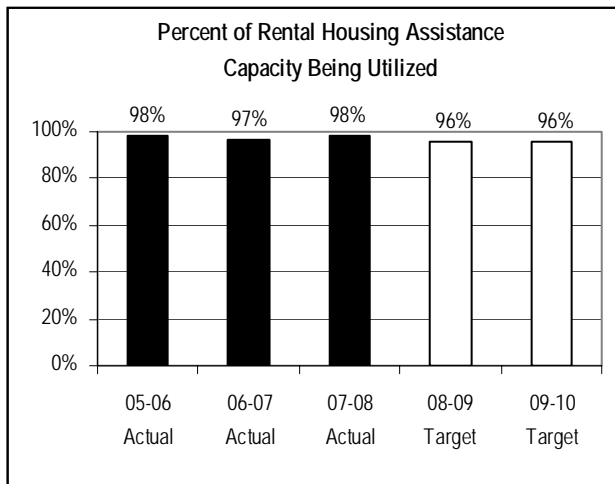
County

Department of 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, other rental subsidy programs and three housing developments: 150 families at Midway Village in Daly City; 60 senior households in Half Moon Bay; and 30 families and individuals at El Camino Village in Colma. All Housing Authority programs operate at no cost to the County, using funding from the U.S. Department of Housing and Urban Development (HUD), supplemented by modest rents at residential properties.

Within the Section 8 Housing Choice Voucher Program are sub-programs designed to achieve certain goals. The Family Self-Sufficiency 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. The homeownership program allows first-time homebuyers to use their Section 8 rental subsidy to meet their monthly homeownership expenses.

The Housing Authority also administers special programs that receive separate funding from HUD, typically through an annual nationwide competition. The Shelter Plus Care program provides Section 8 style 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. The moderate housing rehabilitation program assists extremely low-income families in obtaining decent, safe, and sanitary housing in privately owned, rehabilitated units.

The following are major accomplishments in the current year:

- Launched two-year systematic quality improvement project in response to deficiencies recognized through audits
- Reopened Section 8 voucher wait list for first time since 2002 and implemented a streamlined processes
- Maintained open 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 Program
- Re-engineered new-client intake process to improve client success rate at qualifying for and utilizing vouchers

- Commenced “asset repositioning” project to pursue more effective use of housing sites owned by Housing Authority
- Add voucher-readiness program to Moving To Work that will enable sixty chronically homeless individuals to secure long-term supportive housing

### Story Behind Performance

The Housing Authority of San Mateo County receives less funding from HUD than is required to meet the costs of the current number of authorized vouchers in use. Operating and capital fund subsidies for public housing have also been in steady decline. The ongoing cuts for public housing make adequate capital investment in the maintenance of public housing apartment complexes difficult.

#### 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 fully utilize all available vouchers, surpassing the current 98% level
- 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
- To reevaluate the best use of Housing Authority's capital assets, including land, and core administrative competencies
- To secure approval from HUD to expand the administrative flexibility allowed under the Moving To Work Program to increase housing opportunities and operational efficiencies

### Program Objectives

The Housing Authority will meet performance targets by doing the following:

#### Fully Utilize Vouchers and Public Housing Units

- Reopen Section 8 wait list
- Closely monitor program costs, lags, and turnover rates to maintain 100% utilization
- Aggressively pursue full utilization of existing Moving To Work vouchers as original participants graduate

#### Pursue “Asset Repositioning” of Public Housing Sites to Improve Service Levels and Increase Affordable Housing Stock

- Convert El Camino Village to non-profit ownership using project-based vouchers; retain control with ground lease
- Coordinate multi-agency planning of a senior services campus to include rebuilding Half Moon Village
- Work with Daly City on an “opportunity site” plan for Midway Village, including replacement housing

#### Target Some Existing Vouchers More Precisely to Support HOPE Plan to End Homelessness

- To the maximum allowable extent, make project-based vouchers available, especially for supportive housing



## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of households served by rental assistance <sup>(1)</sup>	4,208	4,144	4,193	4,300	4,300
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of rental assistance capacity being utilized	98%	97%	98%	96%	96%
Percent of customer survey respondents rating services good or better	96%	99%	89%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of clients successfully transitioning out of rental housing assistance <sup>(2)</sup>	35 / 1%	35 / 1%	6 / 1.3%	35 / 1%	35 / 1%

<sup>(1)</sup> This measure includes rental assistance provided by Section 8 Vouchers such as Housing Choice, Project Based or other special programs in addition to Public Housing Units such as Midway Village and El Camino Village.

<sup>(2)</sup> The data being measured reflects the number and percent of clients that have transitioned out of rental assistance programs due to either income gain or home purchase.

### Housing Authority (7930P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	47.0	46.0	46.0	46.0		46.0
Funded FTE	46.0	46.0	46.0	46.0		46.0
<b>Total Requirements</b>	66,487,771	65,083,948	62,972,789	68,369,275	5,396,486	68,369,275
<b>Total Sources</b>	66,487,771	65,083,948	62,972,789	68,369,275	5,396,486	68,369,275

### Discretionary 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 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and annualization of mid-year position changes. These increases are partially offset with reductions in contract expenses for equipment and capital projects and

decreases in the Housing Choice Voucher Program (Section 8). Savings in the Section 8 Program have been set aside in Reserves for future projects and expenses related to the Housing Choice Voucher Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,396,486	835,895	0	4,560,591	0	0

#### FY 2009-10 Program Funding Adjustments

No change.

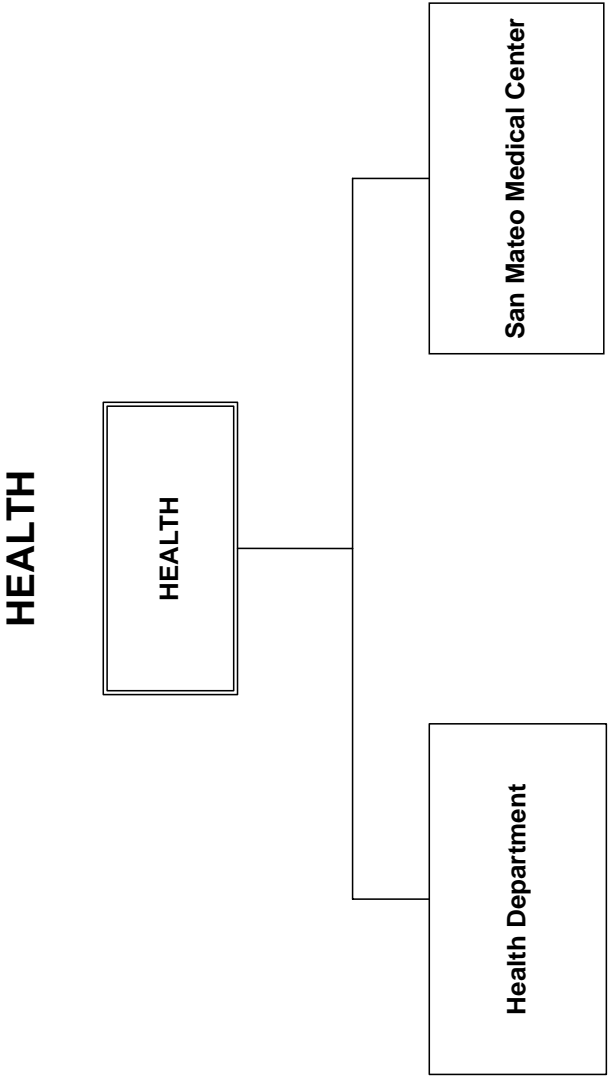
# *Health*



*Adopted Budget*  
*FY 2008-09*  
*FY 2009-10*



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>

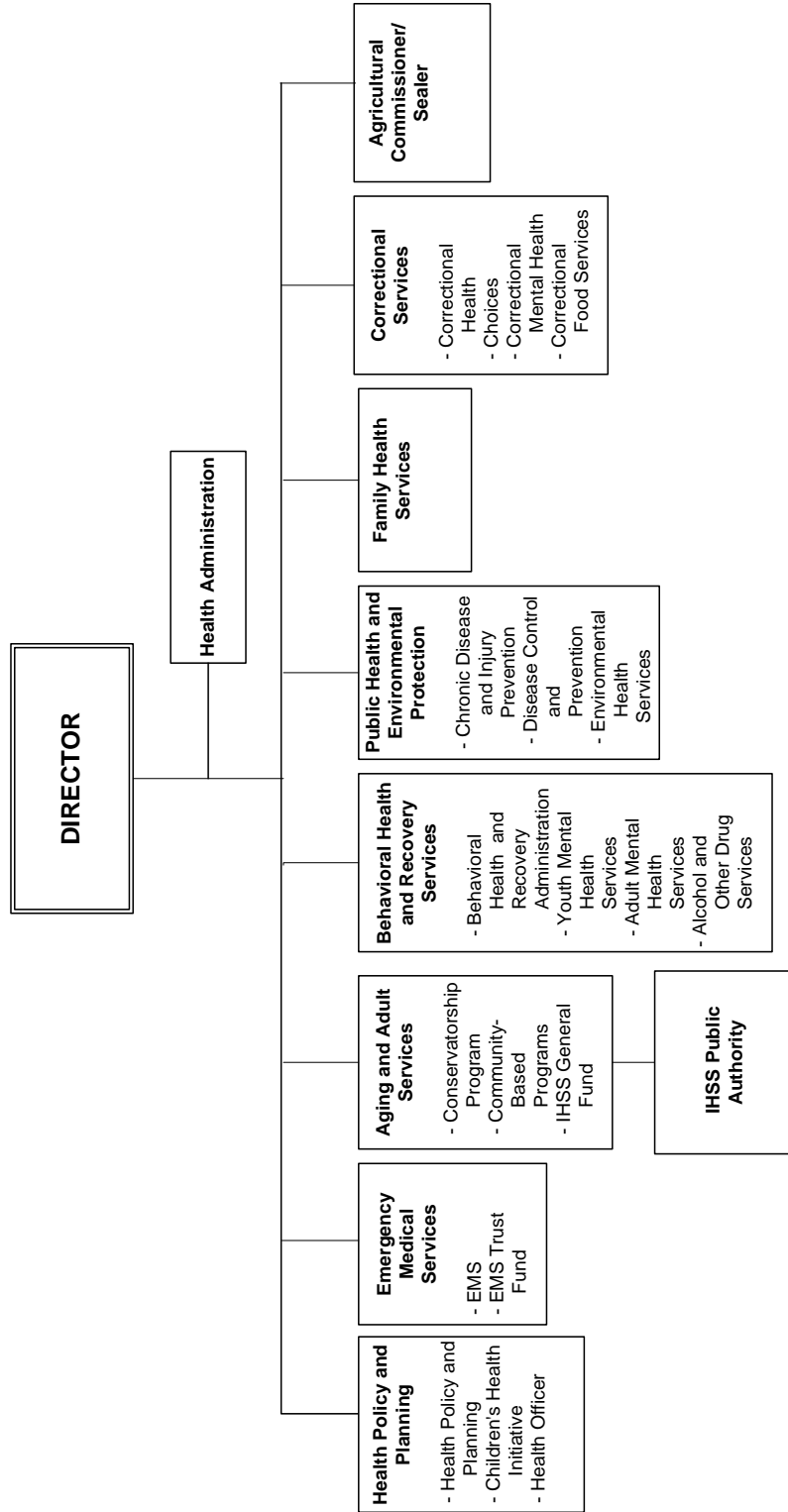


## Health

### FY 2008-09 and 2009-10 All Funds Summary

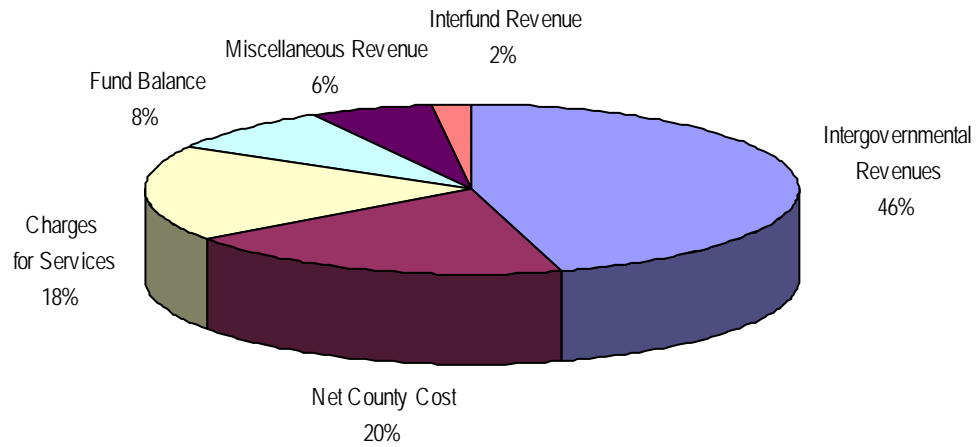
	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>General Fund Budgets</b>						
Health Administration	1,886,552	2,468,471	2,234,493	2,451,176	216,683	2,327,696
Health Policy and Planning	7,335,263	7,855,680	9,239,593	7,440,244	(1,799,349)	7,475,601
Emergency Medical Services GF	1,367,425	1,394,390	1,353,346	1,491,937	138,591	1,504,225
Aging and Adult Services	19,227,023	21,653,353	23,097,930	24,258,532	1,160,602	24,578,651
IHSS Public Authority GF	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
Environmental Health Services	13,665,051	14,584,573	14,349,400	14,435,729	86,329	14,359,034
Behavioral Health / Recovery Services	111,820,119	125,379,319	127,964,795	133,876,615	5,911,820	134,764,733
Public Health Services	25,708,059	25,524,993	27,090,751	25,820,627	(1,270,124)	25,985,818
Family Health Services	21,139,899	24,161,709	25,570,936	25,526,218	(44,718)	25,611,137
Correctional Services	6,771,160	7,961,900	8,489,924	8,492,897	2,973	8,522,817
Agricultural Commissioner/Sealer	3,484,054	4,061,443	4,028,992	4,459,119	430,127	4,151,018
San Mateo Medical Center						
Contributions to Medical Center	72,568,082	77,276,502	77,217,280	78,109,653	892,373	78,217,280
<b>Total General Fund</b>	<b>289,460,209</b>	<b>316,809,857</b>	<b>325,124,963</b>	<b>330,850,270</b>	<b>5,725,307</b>	<b>331,985,533</b>
<b>Non-General Fund Budgets</b>						
Emergency Medical Services Fund	3,323,174	4,172,018	4,273,093	4,601,300	328,207	4,916,074
IHSS Public Authority	14,586,353	16,341,422	16,746,924	18,264,369	1,517,445	18,284,942
San Mateo Medical Center Fund	216,324,996	226,858,941	240,735,984	245,956,407	5,220,423	250,083,843
Medical Center Capital Purchases	3,458,450	1,931,084	3,658,800	4,381,582	722,782	3,700,000
<b>Total Non-General Fund</b>	<b>237,692,973</b>	<b>249,303,466</b>	<b>265,414,801</b>	<b>273,203,658</b>	<b>7,788,857</b>	<b>276,984,859</b>
<b>Total Requirements</b>	<b>527,153,182</b>	<b>566,113,323</b>	<b>590,539,764</b>	<b>604,053,928</b>	<b>13,514,164</b>	<b>608,970,392</b>
<b>Total Sources</b>	<b>437,578,533</b>	<b>461,640,591</b>	<b>483,508,140</b>	<b>492,277,964</b>	<b>8,769,824</b>	<b>495,925,059</b>
<b>Net County Cost</b>	<b>89,574,649</b>	<b>104,472,732</b>	<b>107,031,624</b>	<b>111,775,964</b>	<b>4,744,340</b>	<b>113,045,333</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	2,377.0	2,467.0	2,468.0	2,444.0	(24.0)	2,444.0
Funded FTE	2,182.1	2,282.8	2,285.8	2,265.7	(20.1)	2,265.7

# HEALTH DEPARTMENT

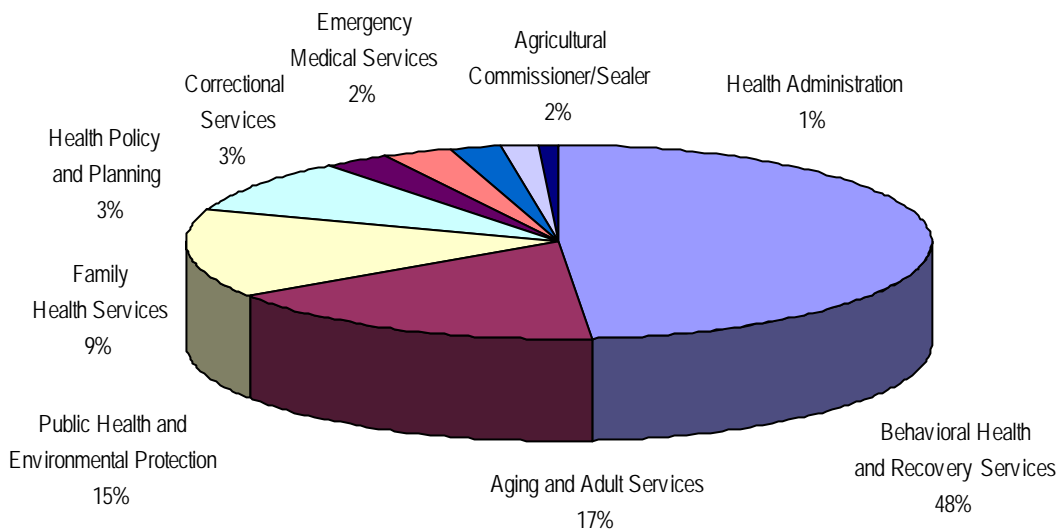


## Health Department

### FY 2008-09 Adopted Sources



### FY 2008-09 Adopted Requirements





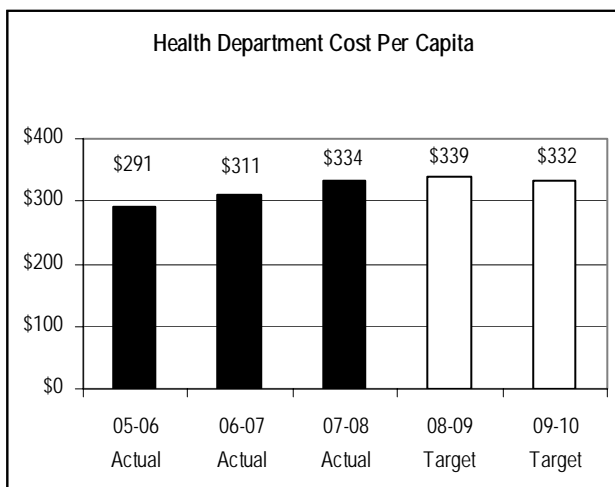
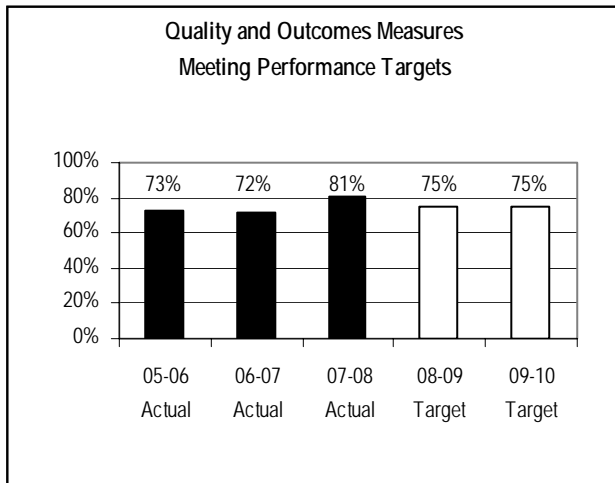
## Department Locator

County

Health

▷ **Health Department**  
San Mateo Medical Center

## 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: ensuring the public's health, caring for vulnerable populations, and engaging the community in key health issues.

## Contributions to Shared Vision 2010

(Fiscal Years 2001 – 2007)

### PEOPLE

#### Ensure Basic Health and Safety for All

##### • **Communitywide Disaster Preparedness**

Continued focus, in partnership with many countywide internal and external organizations, on disaster response and preparedness, integrating experiences from SARS, West Nile Virus, and bioterrorism planning to develop a comprehensive Pandemic Flu Preparedness and Response Plan. Worked with multi-sector group including County departments, schools, businesses, cities, faith- and community-based organizations, vulnerable populations, courts, law enforcement, transportation, and healthcare providers to prepare sector-specific Pandemic Influenza response plans. Conducted a countywide Pandemic Influenza exercise with the community to identify gaps in the plans. Participated in follow-up tabletop exercises focused on pneumonic plague, Bio Watch and Botulism with special emphasis on communication, coordination and messaging. Disseminated 75,000 pieces of educational material titled *The Influenza Home Care Brochure and Guide to Flu Prevention: A Guide for Group Homes and Other Residential Settings* to staff, board and care facilities, and the public. Trained 55 senior Health Department managers in "Incident Command System" training and 12 senior managers in "Advanced Incident Command System" training designed to prepare supervisors to function efficiently and effectively during a natural disaster. Trained other key Department, law enforcement, and community partners on disaster preparedness tools and skills. Collaborated with the Sheriff's Office of Emergency Services to develop an Emergency Sanitation Annex and a response plan for sanitation emergencies associated with natural disasters, technological incidents and national security/terrorism emergencies. The overriding objective of the plan is to ensure that human waste is handled in a manner consistent with the protection of public health.

##### • **Health Insurance/Coverage Expansion/System Redesign**

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 more than 6,300 children in the Healthy Kids program, which was created in 2003, as well as increased participation in other public health insurance programs for which children are eligible. Overall uninsurance rates for children have been reduced from 9.1% to 1.9% between 2003 and 2005. The County invests \$2.7 million per year to support this work.

Continued focus on addressing barriers to healthcare access by convening a Board of Supervisors (BOS)-led Blue Ribbon Task Force on Adult Health Care Coverage Expansion (BRTF), comprised of 40 public and private sector leaders to explore health coverage expansion for adults. The BOS accepted

preliminary (July 2007) and final (May 2008) recommendations from the BRTF that establish a shared vision for universal health coverage for adults in San Mateo County (SMMC). The County has invested \$300,000 over two years to support planning and research, with an additional \$470,750 secured from private foundation grants. Initiated, under the County Manager's leadership, and in partnership with SMMC and the Health Plan of San Mateo (HPSM), a two-year Health System Redesign Initiative aimed at developing and implementing a sustainable and creative approach to healthcare delivery that incorporates key recommendations of the BRTF and a BOS-accepted assessment of strategic priorities for San Mateo Health Services.

- **Integration of Systems Targeting Key Vulnerable Populations**

Continued progress on systems integration efforts targeting key vulnerable populations served by multiple public systems: older adults and persons with disabilities who face barriers in maintaining independence and avoiding institutional placement; persons with mental illness and co-occurring drug and alcohol problems; and children with significant medical needs served through the California Children's Services (CCS) program. During 2008, Aging and Adult Services launched a uniform assessment tool that is integrated into its automated case management system for older adults and persons with disabilities. This tool is being piloted within select Health Department programs, with the anticipation of expanding to other settings serving older adults and persons with disabilities, such as the Ron Robinson Senior Care Center and HPSM. During 2007-08, the Department combined drug and alcohol services with mental health services in a new Behavioral Health and Recovery Services Division. The goal of this integration is to improve behavioral health and health outcomes for these high risk populations. The Department also continued its work, in partnership with HPSM, on a CCS Improvement Project aimed at improving health outcomes and effectively managing costs for enrolled clients. Specific milestones include new protocols for youth transitioning from CCS; standardized assessment of need for intensive case management; and improved access to medical and psychiatric case consultation.

#### Realize the Potential of Our Diverse Population

- **Mental Health Services Act (MHSA)**

Received state approval for 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. Implemented key outreach and services components including: Pathways mental health court and related services program; an initiative to improve services to individuals/families with co-occurring mental health and substance use disorders; intensive wrap around services for children, youth, adults, and older/medically fragile adults; expansion of primary care-based services; and hiring of linguistically and culturally diverse community workers, both

consumers and family members. Received San Mateo County STARS Award for an East Palo Alto-focused initiative that created "same day access" for services to clients with severe mental illness and co-occurring substance use disorders. Integrated planning for expanded permanent housing resources for the people served through these initiatives with the County's Housing Our People Effectively (HOPE) process. Initiated planning for prevention and early intervention services focused on children/youth, adults, and older adults. Secured \$7,358,200 in State funding and leveraged an additional \$2.9 million in other revenues to fund these efforts in FY 2007-08.

- **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 with Board of Supervisor (BOS) leadership by the Health Disparities Summit in May 2004. The three areas of initial focus are prevention of childhood obesity, substance abuse prevention, and linguistic access to healthcare. Community planning and formative research in these areas have led to broad-based agreement on, Board of Supervisors adoption of, and diverse partners' participation in initiating key actions necessary to address root causes of health disparities. Specific milestones include: a) *Prevention of Childhood Obesity*: Worked with community partners to develop *Get Healthy San Mateo County* as a new name that communicates the key goals of this effort, developed and tested community-wide standards for nutritious eating and physical activity in the preschool and after-school settings, and worked with the County Office of Education and Kaiser Permanente to initiate a new resource for schools to improve access to healthy food and physical activity within school settings across the county; Leveraged Health Department's role as a food provider to revamp food choices for key target populations, including young people served at the Youth Services Campus, a "Healthy Fare at the Fair" recognition program at the San Mateo County Fair, and the adoption of a Departmental Wellness Policy that guides decisions regarding food served at Health Department-sponsored meetings; b) *Alcohol, Tobacco and Other Drug Prevention*: Developed a Request for Proposals for Alcohol and Other Drug (AOD) Prevention services that redirected AOD prevention to support community efforts that further the goals adopted within the *ATOD Prevention Roadmap*; and c) *Linguistic Access to Healthcare*: Adopted Health Department-wide standards and initiated work across Health Department Divisions to improve access to services for Limited English Proficient (LEP) clients.

Completed a study of the aging of the San Mateo County population in partnership with the Department of Housing, SAMTrans, SMMC, and HPSM that created a dynamic planning and projections model. The BOS adopted this model as a primary tool for program planning and policy development in October 2007. Invested \$300,000 to create this model and planning tool.

In partnership with the Youth Commission, presented the *2007 Adolescent Report and Youth Commissioner Policy Recommendations*, which were accepted by the BOS in February 2007.

## PLACE

### Offer a Full Range of Housing Choices

- **Healthier Outcomes through Multidisciplinary Engagement (HOME) Team Initiative**

Began the HOME Team Initiative in Fall 2006 as a partnership involving SMMC, the Human Services Agency (HSA), HPSM, Health Department, and Silicon Valley Community Foundation. Secured a \$100,000 grant to support this effort aimed at improved health outcomes and reduced costs for clients who frequently rely on the emergency room for care. Invested a total of \$350,000 from Health and HSA resources to launch a 4.0 FTE multidisciplinary team focused on this population. Received an additional \$25,000 in support from the San Mateo Health Foundation in 2008 to secure a dedicated shelter bed for HOME team clients who lack housing. This effort builds on recommendations outlined in the HOPE 10-year plan to end homelessness adopted by the BOS in 2006.

## PARTNERSHIPS

### Responsive, Effective and Collaborative Government

- **Integration of New Health Department Functions**

Engaged leaders from agriculture, business, and the coastside community to effectively and holistically integrate public health functions related to pesticide control, food safety, and weights and measures. Leveraged new partnerships to strengthen and further disseminate the San Mateo County "As Fresh As it Gets" campaign aimed at promoting locally harvested fruits and vegetables, floral products and seafood as a strategy to encourage healthy eating and a sustainable, local food system. Specific events include annual awards for community chefs and local restaurants and the development of a label to identify locally produced food. The County invests \$82,500 to support this campaign.

- **Health Client Data Store**

Completed the first iteration in development of a new, integrated data warehouse that will enable uniform reporting and program monitoring across multiple Health Department programs. An investment of \$2,070,000 to develop this system is funded through Health Department reserves. This is a key element of the Department's Information Technology Strategic Plan (ITSP), which was approved by the Board of Supervisors in 2005.

- **Emergency Medical Services Redesign**

Worked with more than 100 stakeholders including cities, fire service, hospitals, EMS personnel, and consumers to redesign expectations for the County's first response and emergency ambulance services. This work resulted in a Request for Proposal (RFP) aimed at ensuring the availability of timely and high quality first response and emergency services to the

County's diverse geographies and socio-economic groups, in addition to adding new tracking and quality management measures that will enable optimal effectiveness.

- **Community Data Dissemination**

Worked with diverse, cross-sector partners to release two key data reports aimed at informing policy and program development. The Board of Supervisors accepted *Children in our Community: A Report on Their Health and Well-Being* in November 2007. The Health Department supported the Healthy Community Collaborative of San Mateo County's release of the *Health and Quality of Life of San Mateo County Assessment* in March 2008. The County invests \$73,750 to support these communitywide data collection, analysis and dissemination efforts.

## Major Accomplishments in FY 2007-08

### Ensure Basic Health and Safety for All

- Expanded services to emotionally disturbed youth and mentally ill adults, in collaboration with justice system partners including: Pathways Mental Health Court, an intensive wraparound program for women offenders initiated through Mentally Ill Offender Crime Reduction (MIOCR) grant funding; a two-week "Crisis Intervention Training" for local law enforcement; and expanded mental health services at the Youth Services campus, including gender-focused services at the Margaret J. Kemp Girls Camp.
- Implemented the second year of a three-year initiative to improve services to individuals and families impacted by co-occurring mental health and substance abuse—estimated at 60% of mental health clients and up to 40% of alcohol and other drug services clients. Trained and supported 100 staff and community-based organization partner "change agents" to develop strengthened capacity for an integrated assessment and treatment approach for serving clients with complex behavioral health needs. Redesigning the County's investment in supporting a system of care for populations in recovery in alignment with the *Strategic Directions 2010* plan approved by the BOS in November 2006.
- Achieved BOS approval for a vision to expand health coverage as well as the initiation of a Health System Redesign Initiative aimed at creating a more effective and efficient healthcare system for underserved populations.

### Realize the Potential of Our Diverse Population

- Implemented key MHSA initiatives related to community engagement and outreach to diverse and underserved populations, including contracting with community-based organizations to provide outreach and linkage of underserved communities in northern San Mateo County and East Palo Alto. Received the San Mateo County STARS Award for customer service for an initiative to create "same day access" to behavioral health services for clients served by the East Palo Alto behavioral health clinic.

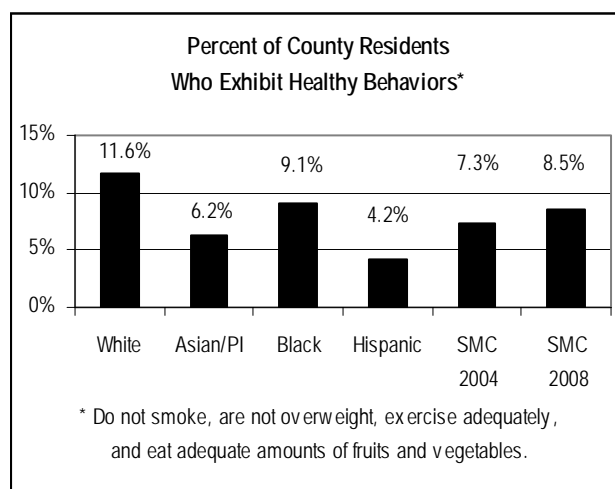
- Achieved key milestones in *Healthy Communities San Mateo County: A Community Health Improvement Initiative to Eliminate Health Disparities*. Areas of focus during 2007-08 included key settings influencing access to healthy food and safe, physical activity that affect target populations' prevalence of childhood obesity, redesigning the County approach for alcohol and other drug prevention, and improving access to healthcare for Limited English Proficient (LEP) clients within Health Department programs.

#### **Responsive, Effective and Collaborative Government**

- Redesigned the expectations for the County's first response and ambulance services, in collaboration with more than 100 diverse stakeholders.

#### **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 diseases, including mental illness and addiction to alcohol, tobacco, and other drugs take an enormous toll on the community; categorical funding and resulting programmatic limitations make it challenging to address such issues with a public health perspective targeting behavior and community change.
- Disaster Preparedness and Threat of Pandemic Influenza**—international and national research continues to emphasize the need for substantial attention 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. These efforts will also provide an opportunity to address implications for the threat of other man-made and natural disasters that require continued attention.
- 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.
- Healthcare Access Barriers**—increasing healthcare costs, the size and composition of the primary care workforce, and changing population demographics have resulted in barriers to healthcare access for children and adults, both locally and beyond. Sustained improvement in population health is hampered by these challenges.
- Workforce Capacity and Diversity**—the Department must continue to invest in a workforce to align with the diversity of the communities being served and recognize the need for differing health approaches for the county's diverse communities.
- Major Demographic Shifts**—large changes are anticipated as the population ages. It is necessary to think strategically regarding how best to anticipate and plan for needed systems changes.
- Anticipated Reforms and Strains in the Criminal Justice System**—state and local reforms and actions targeting the criminal justice system have major implications for healthcare and behavioral healthcare systems, costs, and workforce capacity. Local efforts, such as expansion of the *Choices* substance abuse treatment program to promote successful reentry of inmates and the MIOCR program for women offenders, begin to anticipate these challenges but it is clear that further changes in the criminal justice system will affect the need for resources and supports within health systems.
- 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, including the community's level of preparedness for a disaster.
- 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 a need to invest in critical infrastructure (space, information technology, seismically sound buildings) necessary to support the many programs and initiatives for which the Health Department 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. As the spectrum of public health expands to include elements of land use/planning and sustainable agriculture, new public policy approaches continue to emerge.



## Key Department Initiatives

### 1. Healthy Communities San Mateo

#### Major Issues to be Addressed:

- A growing body of research shows 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
- Expand access to healthcare

#### 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
- Improve access to healthcare for adults under 400% of Federal Poverty Level who lack health insurance

#### Major Milestones:

- Continue community engagement in implementation of communitywide plans to prevent childhood obesity and substance abuse
- Complete key action steps related to standards and policies necessary for the Health Department to address findings of the Linguistic Access to Healthcare in San Mateo County assessment
- Implement key recommendations from internal assessment to promote youth development aimed at strengthening approaches across Health Department programs
- Complete development of a proposal for Adult Health Coverage Expansion for BOS consideration
- Disseminate findings and identify local program and policy implications from the locally created model that projects the impact of the aging of the population for San Mateo County's healthcare, housing, and transportation planning

#### County Partners:

- Human Services Agency

- San Mateo Medical Center
- Health Plan of San Mateo
- First5 of San Mateo County
- Human Resources
- Department of Housing
- Parks Department
- Planning Department
- SAMTrans
- County Office of Education

#### FY 2008-09 Budget Impact:

In addition to the 6 FTE staff in Health Policy and Planning (HPP) who will continue to lead and coordinate these efforts, existing resources across Health Department divisions 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 healthcare 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 supports to the 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 prevent and manage chronic disease

#### Objectives:

- Increase the number of clients served in the Mental Health system from 12,185 in FY 2006-07 to 12,794 in FY 2007-08; thereafter, the number will likely not increase as there will be no added capacity and positions will be kept frozen
- By 2013, lower the county-wide heart disease death rate (unadjusted) from 185/100,000 to 130/100,000 population, as measured through the *Healthy People 2020* report, through an effective and comprehensive chronic disease prevention approach that will include the elimination of artificial trans fatty acids in foods distributed or served in the county

- Increase the level of physical activity and reduce use of tobacco among children and adults
- Reduce binge drinking among teens and adults

#### Major Milestones:

- Plan and begin implementation of additional MHSA components including: securing state approval for at least one MHSA housing project as a key component of HOPE implementation; and development and initiation of Prevention and Early Intervention, Training and Education, and Technology initiatives
- Achieve progress in implementation of action plans developed to address childhood obesity and prevent chronic disease among adults
- Reduce the impact of substance use on the health of the community by implementing priority recommendations from the AOD Strategic Plan to incorporate in Health Department work with clients who have co-occurring disorders and other populations facing challenges with substances; implementing redesigned system of care for clients in recovery; and implementing the final phase of 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

#### County Partners:

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

#### FY 2008-09 Budget Impact:

Existing resources within the Behavioral Health and Recovery Services division have been redirected to lead MHSA implementation, with a total of \$9 million in new MHSA resources and an additional \$2.4 million in other leveraged funding targeted to support new and expanded services. Additional existing resources are invested from a variety of Health Department, County, and community partners.

### 3. 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
- Community preparedness will have to be strengthened to respond to the projected impact of a major disaster

#### 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
- Build community awareness of and response capacity to respond to man-made or natural disasters
- Incorporate community capacity building perspective in work with community-based contracting partners

#### Major Milestones:

- Implement community access and engagement initiatives in two areas of the county—Daly City/South San Francisco and East Palo Alto/Menlo Park—to improve access to mental health services for underserved ethnic communities within the county
- Assist community partners in refining Pandemic Influenza plans and developing the institutional learning required to make these plans effective
- In partnership with the County Manager's Office, HSA, and Probation, implement plans for the distribution of cost-of-living increases to community-based organizations and other contracted providers as approved by the BOS. Design a strategy and develop a work plan for implementation of measurable performance indicators among contracted provider organizations receiving cost-of-living increases
- Build on Department work in analyzing geography and school links represented by contracts for services targeting children and families by linking findings and follow-up recommendations with work of other County departments. Assess and improve at least one contract shared by Health Department, HSA, and/or Probation

#### County Partners:

- Human Services Agency
- Probation
- First5 Commission
- Human Resources (County Nonprofit Liaison)
- County Manager's Office

#### FY 2008-09 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 and Planning

- Emergency Medical Services
- Aging and Adult Services
- Behavioral Health and Recovery Services
- Public Health and Environmental Protection
- Family Health Services
- 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 and Planning**

- Reduce Community Health Disparities in Partnership with County Departments and the Community
- Improve Access To Healthcare

#### **Emergency Medical Services**

- Assist Local Hospitals To Expand Staffing and Bed Capacity for Pandemic Influenza

#### **Aging and Adult Services**

- Enhance the Older Adult System of Care
- Expand Program Involvement of Seniors and Adults with Disabilities
- Increase Capacity for Conservatee Placements

#### **Behavioral Health and Recovery Services**

- Maximize the Efficiency and Cost Effectiveness of Services (Youth and Adult)
- Six Community Prevention Partnerships will have Initiated Their Implementation Phase

#### **Public Health and Environmental Protection**

- Improve Efficiency and Use of Services
- Continue Pandemic Influenza Planning and Preparation
- Implementation of a Comprehensive Strategic Plan to Prevent Chronic Diseases and Intentional/Unintentional injuries
- Achieve Three-Year Outcomes Developed by the Community for the Tobacco Prevention Program

#### **Family Health Services**

- Maintain an Infant Breastfeeding Rate over 75%
- Maintain an Immunization Rate of 80% for Children at Age Two

#### **Correctional Services**

- Perform 95% of Juvenile and Adult Histories and Physicals in a Timely Manner
- Increase Community and Funding Support for Therapeutic Community, Jail-Based Programs
- Provide Nutritional Consultations and Education Services to 700 Customers

# Health Department (5000D)

## ALL FUNDS

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,840,112	1,872,587	2,082,158	2,092,312	10,154	2,116,928
Fines, Forfeitures and Penalties	1,605,124	2,100,132	2,807,656	2,806,618	(1,038)	2,831,194
Use of Money and Property	585,238	695,265	659,372	571,355	(88,017)	571,355
Intergovernmental Revenues	114,888,318	122,532,293	122,578,064	125,307,664	2,729,600	125,318,529
Charges for Services	40,348,823	44,469,978	47,646,566	50,881,183	3,234,617	50,946,061
Interfund Revenue	5,681,671	5,880,894	5,687,509	5,625,186	(62,323)	5,650,186
Miscellaneous Revenue	12,770,824	11,576,614	13,080,860	11,104,091	(1,976,769)	11,133,865
Other Financing Sources	155,153	35,430	76,795	76,795		76,795
<b>Total Revenue</b>	<b>177,875,263</b>	<b>189,163,193</b>	<b>194,618,980</b>	<b>198,465,204</b>	<b>3,846,224</b>	<b>198,644,913</b>
Fund Balance	20,693,910	24,182,897	24,182,897	23,350,946	(831,951)	23,372,478
<b>TOTAL SOURCES</b>	<b>198,569,173</b>	<b>213,346,090</b>	<b>218,801,877</b>	<b>221,816,150</b>	<b>3,014,273</b>	<b>222,017,391</b>

### REQUIREMENTS

Salaries and Benefits	102,563,309	112,769,983	120,225,212	124,667,748	4,442,536	127,006,564
Services and Supplies	89,261,456	100,080,998	96,461,441	97,362,717	901,276	96,684,648
Other Charges	52,583,998	58,437,706	59,749,473	62,051,551	2,302,078	61,750,549
Fixed Assets	920,186	148,746	135,000	35,250	(99,750)	
Other Financing Uses	74,834	206,103	200,000		(200,000)	
<b>Gross Appropriations</b>	<b>245,403,783</b>	<b>271,643,536</b>	<b>276,771,126</b>	<b>284,117,266</b>	<b>7,346,140</b>	<b>285,441,761</b>
Intrafund Transfers	(25,278,726)	(31,506,804)	(27,733,262)	(28,046,696)	(313,434)	(28,310,694)
<b>Net Appropriations</b>	<b>220,125,057</b>	<b>240,136,732</b>	<b>249,037,864</b>	<b>256,070,570</b>	<b>7,032,706</b>	<b>257,131,067</b>
Contingencies/Dept Reserves	9,290,866	14,111,614	14,111,614	13,434,781	(676,833)	13,434,781
Non-General Fund Reserves	5,385,731	5,798,449	5,778,222	6,100,935	322,713	6,403,421
<b>TOTAL REQUIREMENTS</b>	<b>234,801,654</b>	<b>260,046,795</b>	<b>268,927,700</b>	<b>275,606,286</b>	<b>6,678,586</b>	<b>276,969,269</b>

<b>NET COUNTY COST</b>	<b>36,232,481</b>	<b>46,700,705</b>	<b>50,125,823</b>	<b>53,790,136</b>	<b>3,664,313</b>	<b>54,951,878</b>
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### AUTHORIZED POSITIONS

Salary Resolution	1,063.0	1,100.0	1,099.0	1,101.0	2.0	1,101.0
Funded FTE	1,001.7	1,050.0	1,049.0	1,052.3	3.3	1,052.3



## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$3,014,273 or 1.4% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Licenses, Permits and Franchises

There is an increase of \$10,154 in this funding source due to a projected increase in animal control fees and licenses.

#### Fines, Fees and Forfeitures

There is a decrease of \$1,038 in this funding source. Emergency Medical Services (EMS) court fines and Environmental Health fees are expected to increase, offset by a slight decrease in the administrative fee drawn by EMS from the EMS Trust Fund.

#### Use of Money and Property

There is a decrease of \$88,017 in this funding source due to expected lower interest allocation based on current trends.

#### Intergovernmental Revenues

There is a net increase of \$2,729,600 in this funding source. Revenue increases totaling \$8,643,002 include: additional revenue for the two new programs in Mental Health Services Act (MHSA), Prevention and Early Intervention (PEI) and Workforce Education Training (PET), and other State Mental Health revenue of \$5,217,921; an additional \$1,153,229 in Public Health and Family Health revenues due primarily to increased grants for the Women, Infants, and Children (WIC) program, anti-terrorism and AIDS Programs; and Aging and Adult Services and Public Authority increases of \$1,488,576 reflecting higher realignment sales tax allocation and additional Public Authority federal IHSS revenue. Other grants/allocation for Environmental Health, EMS, Agriculture Commissioner/Sealer, and Health Policy and Planning will increase by \$783,276. Partially offsetting these increases are projected revenue reductions that total \$5,913,402, including decreases of approximately \$3,509,565 in Mental Health realignment sales tax and elimination/reduction of grants for Substance Abuse and Crime Prevention Act (SACPA) and Center for Substance Abuse Treatment (CSAT); and an additional \$2,403,837 in reductions that consist of decreases in reimbursements from other government agencies due to conclusion of grants or reductions in allocations.

#### Charges for Services

There is an increase of \$3,234,617 in this funding source. Behavioral Health and Recovery Services (BHRS) revenues are increased by \$2,306,080 through leveraging of MHSA funds and a projected increase in Medi-Cal Federal Financial Participation (FFP) due to increased utilization review and quality improvement, as well as improved claiming processes. Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues are estimated to increase by \$76,509. Environmental Health and Public Guardian fees are projected to increase by \$956,564. These increases are offset by a decrease of \$104,536 in SSI/SSP collections.

#### Interfund Revenue

There is a decrease of \$62,323 in this funding source, primarily due to a reduction in revenue for the Healthcare for the Homeless program.

#### Miscellaneous Revenue

There is a decrease of \$1,976,769 in this funding source. Of this amount \$1,881,044 results from decreased Children's Health Initiative (CHI) funding from foundations and other organizations and a reduction of \$338,000 in Tobacco Settlement revenue. These decreases are offset by increases in refunds and various revenues of \$242,275.

#### Fund Balance

There is a decrease of \$831,951 in this funding source. The Department's Fund Balance decreased by 7.7% based on actual year-end closing figures.

### TOTAL REQUIREMENTS

Total Requirements increased by \$6,678,586 or 2.5% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$4,442,536 in this expenditure category. Negotiated labor increases, merit increases, and the annualized portion of mid-year Salary Ordinance Amendments account for most of the increase. In addition, a net of two positions have been added to the Health Department including the new Chief of the Health System position that was approved by the Board of Supervisors on August 12, 2008 as part of the Health System Redesign initiative.

### Services and Supplies

There is an increase of \$901,276 in this expenditure category. Cost increases totaling \$8,821,036 include a \$2,526,083 increase in drug and pharmaceutical costs; \$4,856,077 in costs of the Mental Health Services Act (MHSA) program which includes two new components, Prevention and Early Intervention (PEI) and Workforce Education Training (WET); an increased expense of \$132,605 for benefits provided to In-Home Supportive Services Independent Providers; and \$1,306,271 in various other operating and program expenses. Partially offsetting those increases is a net decrease of \$7,919,760, which includes a decrease of \$3,157,178 in one-time appropriations for relocating BHRS and Family Health offices to the new facility on Alameda de las Pulgas in San Mateo and a \$2,757,941 net decrease in contracts and interagency agreements. Additionally, CHI has a decrease in insurance premium costs of \$2,004,641 and associated revenues due to a decrease in the per-member-per-month rate to better reflect the true premium and operational costs of the program.

### Other Charges

There is an increase of \$2,302,078 in this expenditure category. The BHRS budget includes increased charges of \$1,003,351 for increased rent for both County-owned and leased facilities, offset by a decrease of \$549,609 for clients placed at non-County institutions, and increases of \$231,759 for automation costs and \$670,712 for contract costs for Alcohol and Other Drug program services; Aging and Adult Services costs will increase by \$268,577 due to increased costs for ISD management of IT-related contracts, COLAs to community-based providers, and increases in other County-related charges; Public Health will decrease by \$625,700, mostly due to decreases in various contracted client services in the AIDS Program; Family Health costs will increase by \$443,337 for ISD automation and rental charges; and Health Administration costs will decrease by \$719,580, which is offset by a reduction in intrafund charges to the various divisions of the Health Department. Correctional Services costs will decrease by \$152,218 due to elimination of a one-time ISD project. An increase of \$1,436,450 is expected in the County's share of Independent Providers costs in the Public Authority due to an anticipated increase in IHSS hours. A combined increase of \$295,000 was contributed by other operating divisions.

### Fixed Assets

There is a decrease of \$99,750 in this expenditure category due to elimination of completed projects, mainly in Environmental Health and Correctional Services.

### Other Financing Uses

There is a decrease of \$200,000 in this expenditure category due to completion of the laboratory improvement project in Public Health.

### Intrafund Transfers

There is an increase of \$313,434 in this expenditure category due to increases of \$1,435,263 in charges by Correctional Services, Aging and Adult Services, Public Health, and Family Health Services to both Health operating and other County General Fund divisions. Health Administration intrafund transfers are reduced by \$1,121,829 primarily due the elimination of the costs of relocating the offices of BHRS and Family Health to the new facility on Alameda de las Pulgas in San Mateo.

### Contingencies/Departmental Reserves

There is a decrease of \$354,120 in this expenditure category. The balance in General Fund Reserves represents 5.0% of Net Appropriations, significantly exceeding County policy. The General Fund Reserve will cover potential costs for audit adjustments, net equity required for the Managed Care Plan and housing projects in BHRS, the hand-held inspection equipment project in Environmental Health, a reserve against Bioterrorism costs in Public Health, and reserves for the Department-wide Information Technology Strategic Plan (ITSP). Non-General Fund Reserves have been increased by \$322,713 to \$6,100,935. This reserve consists of \$2,603,971 for the EMS Trust Fund and \$3,496,964 for the In-Home Supportive Services Public Authority.

## **NET COUNTY COST**

There is an increase of \$3,664,313 or 7.3% in this Department's General Fund allocation. This increase is due primarily to merit increases, annualization of mid-year position changes, negotiated labor increases, Choices Re-entry, and 3% cost-of-living increases to community-based organizations as approved by the Board of Supervisors. The increase in Net County Cost is a net of \$1,157,042 representing the Department's share in the reduction of the initial County's structural deficit. The transfer of Alcohol and Other Drug Programs to the Health Department from the Human Services Agency also contributed \$1,488,858 in NCC, including \$750,000 toward implementation of recommendations from the Strategic Directions 2010 plan.

## **FY 2009-10 Budget Overview**

### **TOTAL SOURCES**

Total Sources increased by \$201,241 or 0.1% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$24,616 in this funding source due to a projected increase in Environmental Health's well and septic permit fee collections.

Fines, Fees and Forfeitures

There is an increase of \$24,576 in this funding source for EMS allocation for Court fines.

Intergovernmental Revenues

There is an increase of \$10,865 in this funding source reflecting revenue increases totaling \$271,365 that include \$130,000 in Federal Welfare and \$141,365 in realignment sales tax revenues. Partially offsetting these increases are projected revenue reductions of \$67,100 in Agriculture Commissioner/Sealer and \$193,400 in Environmental Health due to conclusion of grants.

Charges for Services

There is an increase of \$64,878 in this funding source. A total fee increase of \$264,878 is projected for Public Guardian, Vital Statistics and Environmental Health. A reduction of \$200,000 has been made in Household Hazardous Waste program reflecting decreased funding from the Solid Waste Fund by \$300,000 over two years.

Interfund Revenue

There is an increase of \$25,000 in this funding source due to additional laboratory charges to San Mateo Medical Center.

Miscellaneous Revenue

There is an increase of \$29,774 in this funding source representing increased funding to the Children's Health Initiative (CHI) budget.

Fund Balance

There is an increase of \$21,532 in this funding source based on estimated year-end closing

**TOTAL REQUIREMENTS**

Total Requirements increased by \$1,362,983 or 0.5% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$2,338,816 in this expenditure category. Negotiated labor increases, merit increases, and the annualized portion of mid-year Salary Ordinance Amendments account for the increase.

Services and Supplies

There is a decrease of \$678,069 in this expenditure category primarily due to reductions in contract costs among the various programs of the Department in order to meet the target or reflect the conclusion of grants.

Other Charges

There is a decrease of \$301,002 in this expenditure category due to the reduction of \$53,976 in AIDS Program contracted services, \$71,012 in security service charges in Public Health, and \$176,014 in Agriculture Commissioner/Sealer vehicle replacement costs.

Fixed Assets

There is a decrease of \$35,250 in this expenditure category due to elimination of one-time fixed asset purchases from the prior year.

Intrafund Transfers

There is an increase of \$263,998 in this expenditure category due to increases in charges by Health Administration and Correctional Food Services to other Department divisions and other County General Fund budget units.

Contingencies/Departmental Reserves

There is an increase of \$302,486 in Non-General Fund Reserves reflecting a projected increase in year-end closing for the Emergency Medical Services Trust Fund.

**NET COUNTY COST**

There is an increase of \$1,161,742 or 2.2% in this Department/Agency's General Fund allocation. This increase is due primarily to merit increases, annualization of mid-year position changes, and negotiated labor increases. The increase in Net County Cost is net of \$1,640,221 representing the Department's share in the reduction of the County's structural deficit.

## Health Administration (5500B)

### Program Locator

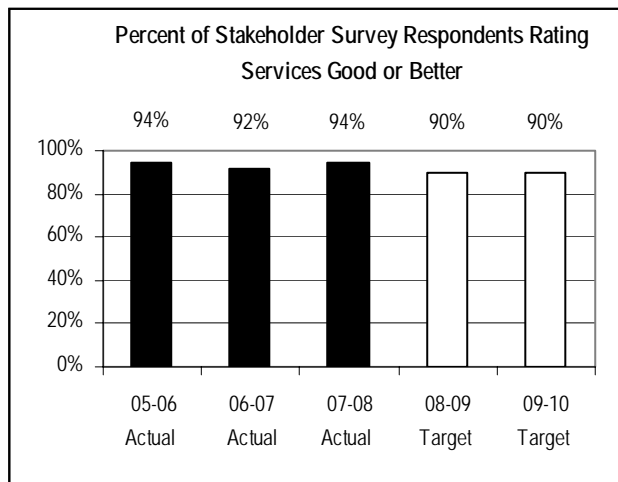
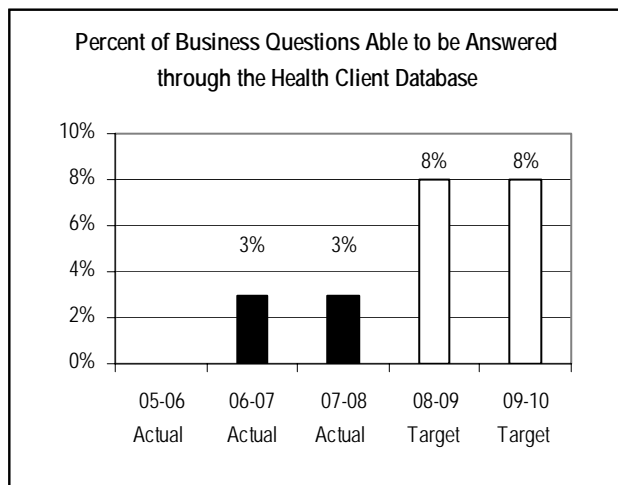
County

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 that works 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 and Planning, Emergency Medical Services, and Correctional Services; 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 Health Divisions and other County departments—Human Services Agency (HSA), San Mateo Medical Center (SMMC), Probation, and Sheriff's Office for various initiatives such as those related to Criminal Justice Planning, Correctional Services inpatient treatment and food services, Blue Ribbon Task Force on Adult Health Care Coverage Expansion, and the County Manager's Office (CMO) internal and external communications improvement planning task forces
- Coordinated ongoing implementation of the Department's Information Technology Strategic Plan (ITSP), including preliminary development of the second phase of the new Department-wide data warehouse (Health Client Data Store) incorporating standards to facilitate Countywide reporting, and coordinated revisions to the ITSP in cooperation with the Information Services Department (ISD)
- Began participation in preliminary work on the Applicable Clients Records Store (ACRS), which will allow reporting across County Departments for improved statistical tracking and service to clients
- Continued to improve public communication and education about responses to disease outbreaks, including: additional distribution of the *Pocket Guide to Emergency Preparedness* pamphlet into city halls, libraries, and local hospitals throughout the county in conjunction with an advertising campaign; completion of the updated *San Mateo County Animal Services Guide* in cooperation with Public Health; and completion and distribution of the *Pandemic Influenza Preparedness Guide* in English and Spanish

- Coordinated Public Information Officers at cities and hospitals throughout the county to ensure a united response in preparation for emergency situations
- Provided leadership for the implementation of Vignette 7 and revision of the County's web presence in cooperation with ISD, the CMO, and other County departments
- Updated the *Crisis and Emergency Risk Communications Plan* to aid the distribution of information in an emergency situation
- Consolidated leased facilities in mid-County to one service center at 2000 Alameda de las Pulgas to improve client services
- Completed implementation of a new emergency power generator to ensure the provision of critical health services in the event of an emergency or disaster
- Integrated the contracts of new programs such as AOD into the review process of over 600 contracts throughout the Health Department in support of direct client services and the missions of the operating Divisions
- To anticipate and integrate the effects of Criminal Justice Planning to the County's health system in conjunction with the Sheriff's Office and CMO
- To improve staff and community preparedness for emergencies and disasters, including identification of community-based organizations that may be helpful in communicating with special populations during an emergency
- To lead a Departmental effort 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 in developing the capacity of community-based organizations to reshape the County's healthcare safety net
- To identify long-term space requirements, ensuring that facilities are adequate for carrying out critical health functions, consolidating programs in leased facilities, and preparing for resilience in the physical plant—particularly in case of events such as a major flu or other disease outbreak, natural disaster, or terrorist event

### Story Behind Performance

The scope of Health Administration activities has expanded as a result of several organizational changes that were made across the Health Department in FY 2007-08 to ensure greater efficiency and service to clients. Alcohol and Other Drug Services (AOD) was transferred from HSA to the Health Department. This created the opportunity to consolidate AOD with the Mental Health Division to form Behavioral Health and Recovery Services. The creation of one integrated Division will allow a seamless provision of mental health and recovery services to clients. Additionally, Animal Control and Animal Licensing Services were moved from Health Administration to Public Health to more closely align with the mission of disease control and prevention.

To further effectiveness, Health Administration has separated the functions of Administration and Finance. As a result of this reorganization, Health Administration is able to provide increased support to Department-wide administrative services functions such as information technology, public and media relations, budget and accounting, contract administration, Outcome-Based Management (OBM), and building and infrastructure requirements, including security.

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

- 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 implement the Department's ITSP, given more than 40 different data systems operating within departmental programs
- To implement the second iteration of the Health Client Data Store
- To improve the effective use of the Internet and other technologies for information gathering and dissemination, and continue to provide leadership and support to the Divisions related to maintaining an effective Web presence

### 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 the 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 and address areas of concern
- Continue to use an on-line survey tool

#### Achieve an 8% Rate of Business Questions Able to be Answered through the Health Client Data Store

- Review and prioritize business questions as necessary
- Determine source systems and business questions for the second iteration of the Health Client Data Store
- Evaluate the need for additional data fields and source systems
- Implement the second iteration and run reports

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of budgets monitored	12	12	13	13	13
Number of agreements, amendments, and other Board of Supervisor items processed (1)	620	385	689	630	630
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of Health Department budget allocated to Health Administration	2%	1%	1%	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	---	3%	3%	8%	8%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of stakeholder survey respondents rating services good or better	94%	92%	94%	90%	90%

(1) Decrease in FY 2006-07 reflects contracts that were in the second or third year of an existing multi-year contract.

## Health Administration (5500B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	16.0	18.0	17.0	16.0	(1.0)	16.0
Funded FTE	15.5	16.2	15.2	15.4	0.2	15.4
 Total Requirements	 1,886,552	 2,468,471	 2,234,493	 2,451,176	 216,683	 2,327,696
Total Sources	1,965,391	2,407,070	2,234,493	2,302,742	68,249	2,302,742
Net County Cost	(78,839)	61,401		148,434	148,434	24,954
 NCC Breakdown						
Non-Mandated Services				148,434	148,434	24,954

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$148,434 or 11.5%, of which 100% is discretionary. This discretionary amount represents one-time costs associated with the Healthcare Redesign initiative.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time purchases and capital projects; increase in various service charges; increase in Reserves and Fund Balance; increases to revenue sources such as Realignment and Medical Administrative Activities (MAA) reimbursement; and decreased reimbursements (Intrafund Transfers) from the various divisions of the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,106	(1,087,178)	1,196,486	14,543	94,745	0

### 2. Chief of the Health System

The Chief of the Health System position has been added, which was approved by the Board of Supervisors on August 12, 2008 as part of the Health System Redesign initiative, to reconcile the budget with the Salary Ordinance. The vacant Director of Health Department position has been deleted. The cost differential represents increased Net County Cost to cover an anticipated one-time double fill situation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,676	127,758	0	148,434	0

### 3. Staffing Adjustments

One Fiscal Office Specialist has been transferred to Correctional Services to reflect the position's job duties, which include fiscal support to Correctional Health and Correctional Food Services. One vacant Financial Services Manager II has been deleted and one Administrative Services Manager I added in order to provide increased support to the various divisions of the Health Department. One vacant Deputy Director of Health Services has been deleted and one Director of Finance and Administration added to reconcile the budget with the Salary Ordinance. The increased cost is fully offset by Intrafund Transfers from the various other divisions of the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(86,345)	(8,400)	0	(94,745)	(1)

### 4. Adjustments to Fund Balance

Increased Fund Balance from the prior year has been set aside in Reserves for Health Department Information Technology Strategic Plan (ITSP) projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
39,143	0	0	39,143	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
68,249	(1,152,847)	1,315,844	53,686	148,434	(1)

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and increased reimbursement (Intrafund Transfers) to the various divisions of the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	42,848	(42,848)	0	0	0

**6. Chief of the Health System**

One-time costs from the prior fiscal year have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	4,278	(127,758)	0	(123,480)	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	47,126	(170,606)	0	(123,480)	0



Health Administration (5500B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	648,183	649,537	652,798	654,910	2,112	654,910
Charges for Services	193,428	284,651	136,710	140,000	3,290	140,000
Interfund Revenue	15,668	19,568	19,568	19,568		19,568
Miscellaneous Revenue	470,756	342,207	314,310	323,471	9,161	323,471
<b>Total Revenue</b>	<b>1,328,035</b>	<b>1,295,963</b>	<b>1,123,386</b>	<b>1,137,949</b>	<b>14,563</b>	<b>1,137,949</b>
Fund Balance	637,356	1,111,107	1,111,107	1,164,793	53,686	1,164,793
<b>TOTAL SOURCES</b>	<b>1,965,391</b>	<b>2,407,070</b>	<b>2,234,493</b>	<b>2,302,742</b>	<b>68,249</b>	<b>2,302,742</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,111,590	2,035,793	2,144,246	2,438,772	294,526	2,485,898
Services and Supplies	1,257,485	3,625,003	2,095,836	1,366,043	(729,793)	1,366,043
Other Charges	3,155,158	3,448,797	1,659,126	941,546	(717,580)	941,546
<b>Gross Appropriations</b>	<b>6,524,232</b>	<b>9,109,594</b>	<b>5,899,208</b>	<b>4,746,361</b>	<b>(1,152,847)</b>	<b>4,793,487</b>
Intrafund Transfers	(5,217,437)	(7,752,229)	(4,775,822)	(3,459,978)	1,315,844	(3,630,584)
<b>Net Appropriations</b>	<b>1,306,795</b>	<b>1,357,364</b>	<b>1,123,386</b>	<b>1,286,383</b>	<b>162,997</b>	<b>1,162,903</b>
Contingencies/Dept Reserves	579,757	1,111,107	1,111,107	1,164,793	53,686	1,164,793
<b>TOTAL REQUIREMENTS</b>	<b>1,886,552</b>	<b>2,468,471</b>	<b>2,234,493</b>	<b>2,451,176</b>	<b>216,683</b>	<b>2,327,696</b>
<b>NET COUNTY COST</b>	<b>(78,839)</b>	<b>61,401</b>		<b>148,434</b>	<b>148,434</b>	<b>24,954</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	16.0	18.0	17.0	16.0	(1.0)	16.0
Funded FTE	15.5	16.2	15.2	15.4	0.2	15.4

## Health Policy and Planning (5550B)

### Program Locator

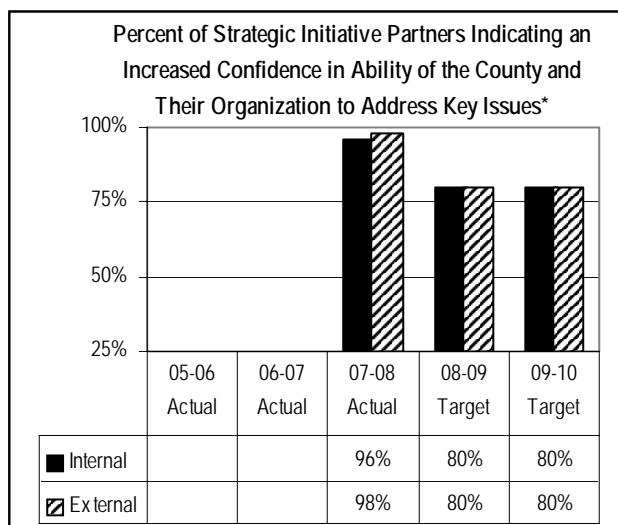
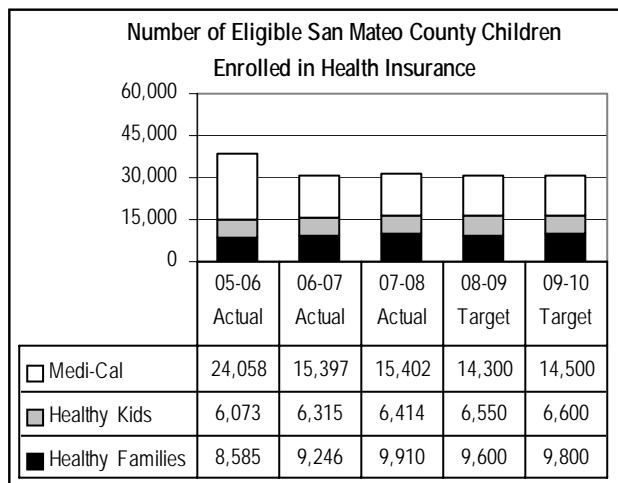
County

Health

Health Department

▷ **Health Policy and Planning**

### Headline Measures



\*New performance measure beginning in FY 2007-08.

### Program Outcome Statement

Health Policy and Planning (HPP) increases the Health Department's ability to improve community health by addressing strategic health issues in partnership with the community.

### Services and Accomplishments

HPP 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-based

health planning, assessment, data and policy analysis, and community health initiatives. HPP carries out projects and initiatives that represent strategic priorities of the Health Department aimed at long-term and systemic impact on community health.

The HPP unit is made up of three 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) Policy and Planning leads strategic planning, engages the community, and analyzes data and policy opportunities to inform Department practice and priority setting; and 3) the Children's Health Initiative (CHI) conducts outreach, enrollment, retention, and utilization activities for the various health coverage programs for low-income children, adults and families including Healthy Kids, Healthy Families, Medi-Cal, WELL (Wellness, Enrollment, Linkage and Low-Cost) and ACE (Access and Care for Everyone).

The following are major accomplishments in the current year:

- Began implementation of the Linguistic Access to Health Services Assessment through the adoption of Department-wide standards and technical assistance to Health Divisions engaged in improving access to services for Limited English Proficient (LEP) clients
- Presented lessons learned from the Linguistic Access to Health Services Assessment and the organizational development of Health Policy and Planning at the 2007 American Public Health Association Annual Conference
- Honored with the YMCA Activate America Award in November 2007 for the Get Healthy San Mateo County Task Force, formerly called the Prevention of Childhood Obesity (PCO) Task Force, in recognition of the commitment to increasing physical activity and promoting healthy and nutritious eating and family health education
- Worked with community partners to develop and test community-wide standards for nutritious eating and physical activity in the preschool and after-school settings, and worked with the County Office of Education and Kaiser Permanente to initiate a new resource for schools to improve access to healthy food and physical activity within school settings across the county
- Assisted Behavioral Health and Recovery Services with development of a Request for Proposals for Alcohol and Other Drug Services (AOD) Prevention services that redirected AOD prevention to support community efforts that further the goals adopted within the *ATOD Roadmap* and assisted the Partnership for a Safe and Healthy Pacifica in developing a youth-led social marketing campaign around AOD prevention
- Completed and coordinated with diverse partners to obtain Board of Supervisors (BOS) approval of three key data and planning efforts aimed at informing policy and program development: 1) the Aging 2020 Study Model Development, adopted by the BOS in October 2007; 2) the Children's Report

adopted by the BOS in November 2007; and the 2008 Health and Quality of Life Assessment for San Mateo County, a report completed every three years assessing health indicators in the County

- In partnership with Human Resources, the Human Services Agency (HSA), and the County Manager's Office (CMO), planned two Mentoring Fairs that encouraged County employees and partners to mentor youth in San Mateo County as a component of implementing the Adolescent Report Recommendations adopted by the BOS in February 2007; over 300 people attended the "Connections for Success" fairs, which took place on August 22, 2007 and March 12, 2008
- Convened and expanded participation in the Blue Ribbon Task Force on Adult Health Care Coverage Expansion in conjunction with over 80 community and countywide leaders, resulting in BOS approval of preliminary recommendations in July 2007 and a completion of the planning process in April 2008. Presented lessons learned from the Blue Ribbon Task Force on Adult Health Care Coverage Expansion at the National Congress of the Un- and Under-insured
- Continued to increase the number of San Mateo County children with health insurance and support statewide adoption of universal health insurance coverage for children, communicating research findings from this effort through issue briefs and other targeted media strategies aimed at informing state health reform efforts
- Coordinated a second class of graduating Master Gardeners who staff the helpline, a free service to the public to answer a variety of gardening, plant, pest questions, and participate in a variety of volunteer projects through UC Cooperative Extension
- Coordinated the Studying Youth in Northern California (SYNC) Study to understand the experiences of youth and drug use, particularly as related to their health status and risk for HIV, and the Methicillin-Resistant Staphylococcus Aureus (MRSA) Study to characterize MRSA within a county-wide geographic area in select surgical patients

### Story Behind Performance

Major focuses of HPP in FY 2007-08 have been furthering work on the Healthy Communities San Mateo health disparities initiative and coordination of community and Department efforts aimed at improving access to healthcare. County and community work on healthcare access will be furthered through a two-year Health System Redesign Initiative, led by the CMO and involving the Health Department, San Mateo Medical Center (SMMC), and the Health Plan of San Mateo (HPSM). A Special Assistant to the County Manager position is assigned from HPP to serve as lead staff for this effort.

In order to implement recommendations of the *Prevention of Childhood Obesity (PCO) Blueprint*, a position in HPP and coordinated with the County Office of Education has been added. This staff member will work collaboratively on school wellness

projects such as implementing school wellness policies and building partnerships focused on health within area schools.

CHI staff will continue to partner with key county stakeholders such as HPSM, HSA, SMMC, and community based-organizations to increase enrollment and retention of children and adults in the various health coverage programs. The projected increase in enrollment in the health coverage programs is indicated in Headline Measure 1.

HPP has worked in partnership with the community on addressing strategic priority initiatives. A key component of this work is building internal and external capacity. The percentage of strategic initiative partners indicating an increased confidence in the County and their organization to address key issues, shown in Headline Measure 2, is an indicator of the strength of this partnership and long-term ability to build capacity and maintain momentum, with a goal to maintain a rate of 80%.

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

- To make significant progress in addressing long-term community health challenges and reducing health disparities by supporting community and internal capacity to continue implementing key action steps of the strategic plans for PCO and ATOD Prevention, and the Linguistic Access Assessment
- To develop and implement recommendations arising from findings of the Service Needs for the Aging Population 2020-2030 assessment and model
- To implement a plan for sustaining CHI both financially and operationally, positioning this program for long-term success in light of state and local budget challenges
- To implement recommendations to the BOS from the Blue Ribbon Task Force on Adult Health Care Coverage Expansion
- To make significant progress on the Youth Development Initiative in partnership with community-based organizations and other County programs

To build organizational capacity for addressing health disparities and integrating this focus across the Health Divisions

### Program Objectives

Health Policy and Planning will meet performance targets by doing the following:

#### 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 Alcohol, Tobacco, and Other Drug (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
- Increase staff training on health disparities
- Involve the perspectives of all County communities in Health Department planning and programs

Provide Technical Assistance to Health Department Programs and Community Organizations

- Research best practices in the areas of health, health disparities, health assessments, and health data sources
- Provide guidance and support on health promotion strategies, program design, funding sources, grant writing, and social marketing
- Participate in community strategic planning and program evaluations including leadership of the CHI evaluation and the Blue Ribbon Task Force on Adult Health Care Coverage Expansion
- Provide analytic support required to launch, sustain, and strengthen community and Health Department planning and programs
- Provide support to County partnerships in addressing health and the built environment in collaboration with other County programs such as Parks, Recreation, and Community Development
- Improve use of data analysis to inform program planning and ongoing program development
- Facilitate collaborative and proactive grant applications to support innovative programs and systems change
- Serve as a resource on federal and state legislation in partnership with the Health Department Public Information Officer

Enroll an Additional 1,050 Children in Health Insurance Plans (Non-Duplicated Count), 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 health insurance program including Medi-Cal, Healthy Families, Healthy Kids, 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 on the CHI Second and Third Annual Evaluation report, in addition to the WELL indigent care pilot in partnership with SMMC and the HPSM

Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of community members engaged in addressing high priority health issues <sup>(1)</sup>	320	330	300	450	475
Number of performance measures monitored	123	162	163	163	163
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of partner and client satisfaction with Health Policy and Planning work:					
- Technical assistance recipients <sup>(2)</sup>	90%	---	93%	90%	90%
- Task force and strategic initiative partners	90%	94%	91%	90%	90%
Number of strategic policy benchmarks reached by Policy and Planning	---	10	10	12	12
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of eligible San Mateo County children enrolled in health insurance:					
- Medi-Cal <sup>(3)</sup>	24,058	15,397	15,402	14,300	14,500
- Healthy Families	8,585	9,246	9,910	9,600	9,800
- Healthy Kids	6,073	6,315	6,414	6,550	6,6000
TOTAL	38,716	30,958	31,726	30,450	30,900
Number of individuals enrolled in local adult coverage programs: <sup>(4)</sup>					
- WELL (Wellness, Enrollment, Linkage and Low Cost)	---	---	8,852	10,000	11,000
- ACE (Access and Care for Everyone)	---	---	3,613	2,100	2,100
TOTAL	---	---	12,465	12,100	13,100
Percent of strategic initiative partners indicating an increased confidence in ability of the County and their organization to address key health issues: <sup>(4)</sup>					
- Internal	---	---	96%	80%	80%
- External	---	---	98%	80%	80%

<sup>(1)</sup> Increase reflects new partnerships in addition to continued partnerships.

<sup>(2)</sup> No survey in FY 2006-07.

<sup>(3)</sup> Children enrolled in Full Scope No Share-of-Cost Medi-Cal only.

<sup>(4)</sup> New performance measure beginning in FY 2007-08.

## Health Policy and Planning (5550B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	28.0	28.0	28.0	27.0	(1.0)	27.0
Funded FTE	28.0	26.0	26.0	26.2	0.1	26.2
 Total Requirements	7,335,263	7,855,680	9,239,593	7,440,244	(1,799,349)	7,475,601
Total Sources	6,259,128	6,017,145	7,346,373	5,541,604	(1,804,769)	5,571,378
Net County Cost	1,076,135	1,838,535	1,893,220	1,898,640	5,420	1,904,223
 NCC Breakdown						
Non-Mandated Services			1,893,220	1,898,640	5,420	1,904,223

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,898,640 or 26.4%, of which 100% is discretionary. This discretionary amount includes projects and initiatives that represent strategic priorities of the Health Department.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; decrease in contracts; decrease in insurance premium costs and associated revenues in the Children's Health Initiative (CHI) due to a decrease in the per-member-per-month rate; increase in Fund Balance and Reserves based upon projected FY 2007-08 year-end actuals; elimination of one-time grant funds; and decreased reimbursements (Intrafund Transfers) from the various divisions of the Health Department.

During the past two years, fiscal pressures faced by the County have highlighted the unsustainable growth in General Fund contributions toward the delivery of healthcare services. A contractor has been retained to make recommendations regarding the County's healthcare role in the community, San Mateo Medical Center (SMMC) medical services, psychiatric and long-term care services, and the Health Plan of San Mateo (HPSM). Given the importance and complexity of the policies involved in redesigning the County's healthcare system and developing a more effective network with private healthcare providers, the County Manager's Office has initiated a two-year "Health System Redesign Initiative" involving the senior executives leading SMMC, the Health Department, and HPSM to craft and implement priority recommendations from the consultant's studies. A newly created Special Assistant to the County Manager position will serve as the lead staff. Grant revenues supporting the initiative and necessary expenditures are included in Health Policy and Planning budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,810,477)	(1,804,450)	5,506	77,258	88,791	0

#### 2. Health System Redesign

Appropriations have been increased for one-time costs associated with the Health System Redesign including: recruitment for the Chief of Health System position; temporary assignment of Children's Health Initiative staff to achieve improved Medi-Cal enrollment in alternative

settings; and funding to the Health Plan of San Mateo (HPSM) to support implementation of the Community Network for the Underserved. Increased costs are offset by an Intrafund Transfer from Non-Departmental Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	183,015	(183,015)	0	0	0

### 3. Staffing Adjustments

A Community Program Specialist II position supporting Adult Verification has been transferred from the CHI to the Human Services Agency for increased revenue claiming purposes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(83,371)	0	0	(83,371)	(1)

### 4. Adjustments to Fund Balance

Increased Fund Balance from the prior year has been set aside in Reserves for operational contingencies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,708	0	0	5,708	0	0

#### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,804,769)	(1,704,806)	(177,509)	82,966	5,420	(1)

#### FY 2009–10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increased reimbursement (Intrafund Transfers) from the various divisions of the Health Department; and increased revenues for the CHI.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,774	86,094	(50,737)	0	5,583	0

### 6. Health System Redesign

One-time budget adjustments from the prior fiscal year have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(183,015)	183,015	0	0	0

#### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,774	(96,921)	132,278	0	5,583	0

## Health Policy and Planning (5550B) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	365,470	811,331	372,345	397,000	24,655	397,000
Charges for Services	1,095,876	728,198	483,000	483,000		483,000
Interfund Revenue	12,005	14,934	29,000	20,400	(8,600)	20,400
Miscellaneous Revenue	4,761,926	4,259,634	6,258,980	4,377,936	(1,881,044)	4,407,710
<b>Total Revenue</b>	<b>6,235,277</b>	<b>5,814,097</b>	<b>7,143,325</b>	<b>5,278,336</b>	<b>(1,864,989)</b>	<b>5,308,110</b>
Fund Balance	23,851	203,048	203,048	263,268	60,220	263,268
<b>TOTAL SOURCES</b>	<b>6,259,128</b>	<b>6,017,145</b>	<b>7,346,373</b>	<b>5,541,604</b>	<b>(1,804,769)</b>	<b>5,571,378</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,544,658	2,687,183	2,830,036	3,003,634	173,598	3,089,728
Services and Supplies	9,222,830	9,826,422	10,893,842	8,952,720	(1,941,122)	8,769,705
Other Charges	177,192	188,351	150,331	213,049	62,718	213,049
<b>Gross Appropriations</b>	<b>11,944,680</b>	<b>12,701,956</b>	<b>13,874,209</b>	<b>12,169,403</b>	<b>(1,704,806)</b>	<b>12,072,482</b>
Intrafund Transfers	(4,612,245)	(5,023,751)	(4,812,091)	(4,989,600)	(177,509)	(4,857,322)
<b>Net Appropriations</b>	<b>7,332,436</b>	<b>7,678,205</b>	<b>9,062,118</b>	<b>7,179,803</b>	<b>(1,882,315)</b>	<b>7,215,160</b>
Contingencies/Dept Reserves	2,827	177,475	177,475	260,441	82,966	260,441
<b>TOTAL REQUIREMENTS</b>	<b>7,335,263</b>	<b>7,855,680</b>	<b>9,239,593</b>	<b>7,440,244</b>	<b>(1,799,349)</b>	<b>7,475,601</b>
<b>NET COUNTY COST</b>	<b>1,076,135</b>	<b>1,838,535</b>	<b>1,893,220</b>	<b>1,898,640</b>	<b>5,420</b>	<b>1,904,223</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	28.0	28.0	27.0	(1.0)	27.0
Funded FTE	28.0	26.0	26.0	26.2	0.1	26.2



## Emergency Medical Services GF (5600B)

### Program Locator

County

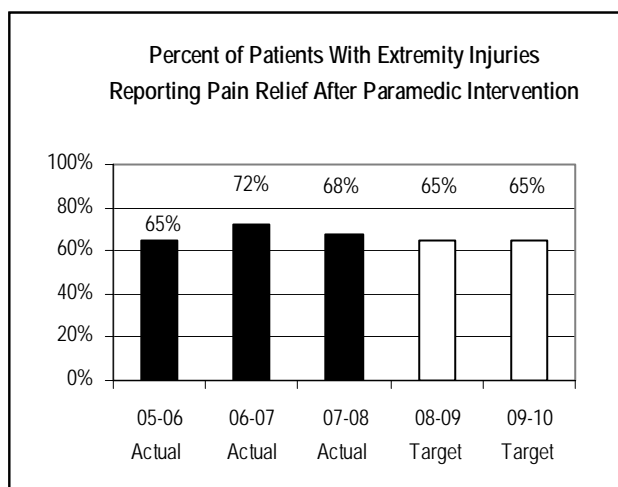
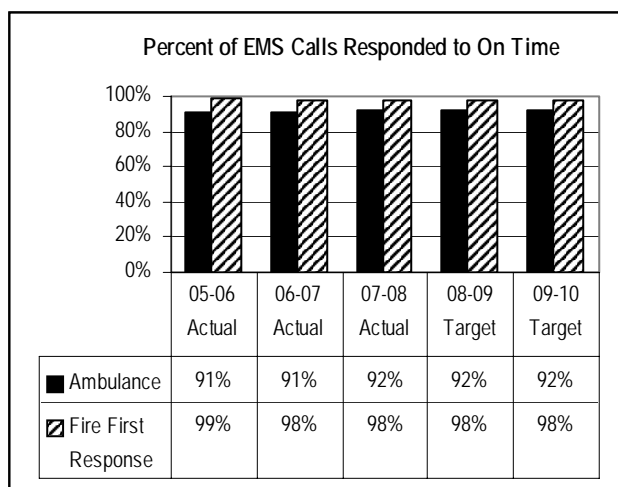
Health

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, and 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 Community Services. EMS is currently funded by ambulance contractor fees and fines, transfers from the EMS Trust Fund established under SB 12, and interfund transfers from other divisions of the Health Department.

The following are major accomplishments in the current year:

- Issued a Request for Proposals (RFP) for countywide first response and emergency ambulance service
- Completed EMS system redesign process in partnership with stakeholders and the Emergency Medical Care Committee
- Responded to approximately 700 calls through the San Mateo County Mental Health Assessment and Referral Team (SMART), which responds to law enforcement requests to persons having behavioral emergencies
- Continued working with local hospitals, skilled nursing facilities, and clinics to develop plans for expanding staffing and bed capacity in disaster preparedness
- Updated EMS website to include extensive information about the EMS System Redesign process
- Continued injury prevention activities including providing child passenger seats to low income families, providing referrals for child passenger seat fitting stations, coordinating the Child Death Review Team, and the Senior Fall Prevention Task Force

### Story Behind Performance

Emergency medical services are monitored in terms of response times required of the ambulance contractor, which responds to more than 40,000 9-1-1 calls per year. These response times are contractually specified, with an on-time rate for the past several years of 98% or better for paramedic first response and 90% 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. The percentage has stayed relatively stable over the past few years, and the goal for future years is a minimum of 65%.

Working with the emergency ambulance contractor, EMS has developed and implemented an integrated data collection system. The Contractor's ambulances and all but one fire service agency are now using this system for patient medical records. This database of prehospital patient records is very useful in evaluating EMS system performance and for system planning.

The current contract with the emergency ambulance contractor ends on June 30, 2009. An RFP for emergency ambulance services was developed and released in spring 2008. The deadline for submittal of proposals is June 2008. Following negotiations with the selected contractor, a contract is scheduled to be brought to the Board of Supervisors for approval in January 2009, for a contract start date of July 1, 2009. A major focus of the upcoming year will be selecting a contractor, writing a contract, obtaining Board of Supervisors approval, and implementing the new contract.

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

- To select a contractor for countywide emergency ambulance service through the RFP process
- To improve data collection, data sharing, and reporting—particularly with County hospitals
- To explore the possibility of mobile data collection for ease of data collection and quicker transfer of patient data to hospitals
- To expand community education programs in promoting community disaster preparedness, lay person first aid and CPR, and injury prevention
- To increase the disaster preparedness capability of hospitals and emergency medical services providers in building community capacity to respond to disasters

**Program Objectives**

Emergency Medical Services will meet performance targets by doing the following:

**Achieve a Rating of 65% 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 implement the subsequent quality improvement processes

**Assist Local Hospitals to Expand Staffing and Bed Capacity for Pandemic Influenza**

- Continue to work with local hospitals and other healthcare facilities to complete plans for expanding staffing and bed capacity for the treatment of Pandemic Influenza

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of educational opportunities offered to EMS personnel	279	547	670	475	525
Number of SMART calls responded to	---	951	945	715	725
Number of 9-1-1 calls for medical response	40,222	38,818	47,609	40,000	40,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of EMS calls responded to on time:					
- Ambulance	91.3%	90.6%	92.0%	92.0%	92.0%
- Fire First Response	98.5%	98.2%	98.0%	98.0%	98.0%
Percent of customer survey respondents rating emergency medical response and/or transport as good or better <sup>(1)</sup>	99%	98%	---	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of patients with extremity injuries reporting pain relief after Paramedic intervention	64.9%	72.2%	68.0%	65.0%	65.0%

<sup>(1)</sup> No survey in FY 2007-08.

### Emergency Medical Services GF (5600B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	6.0	6.0	6.0	6.0		6.0
Funded FTE	6.0	6.0	6.0	6.0		6.0
<b>Total Requirements</b>	1,367,425	1,394,390	1,353,346	1,491,937	138,591	1,504,225
<b>Total Sources</b>	1,375,720	1,386,095	1,353,346	1,491,937	138,591	1,504,225
<b>Net County Cost</b>	(8,295)	8,295				

#### Discretionary Net County Cost

This program's FY 2008-09 Adopted Budget is not funded by the General Fund and therefore has no Net County Cost (NCC).

#### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in contract expenses; increases to various service charges; increase in Realignment revenue to continue funding EMS' contribution to County Fire Protection; and decrease in funding from the EMS Trust Fund for general operating expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
138,591	161,309	(22,718)	0	0	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and an increase in revenue from court fines.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
12,288	12,288	0	0	0	0

Emergency Medical Services GF (5600B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	9,345	5,200	5,500	5,500		5,500
Fines, Forfeitures and Penalties	50,405	178,230	749,275	670,869	(78,406)	683,157
Intergovernmental Revenues	566,695	83,345		200,000	200,000	200,000
Miscellaneous Revenue	749,275	1,119,320	598,571	615,568	16,997	615,568
<b>Total Revenue</b>	<b>1,375,720</b>	<b>1,386,095</b>	<b>1,353,346</b>	<b>1,491,937</b>	<b>138,591</b>	<b>1,504,225</b>
<b>TOTAL SOURCES</b>	<b>1,375,720</b>	<b>1,386,095</b>	<b>1,353,346</b>	<b>1,491,937</b>	<b>138,591</b>	<b>1,504,225</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	641,098	786,867	808,720	845,497	36,777	857,785
Services and Supplies	1,198,774	1,074,760	960,473	1,076,225	115,752	1,076,225
Other Charges	59,666	81,813	100,332	109,112	8,780	109,112
Fixed Assets	19,122					
<b>Gross Appropriations</b>	<b>1,918,660</b>	<b>1,943,440</b>	<b>1,869,525</b>	<b>2,030,834</b>	<b>161,309</b>	<b>2,043,122</b>
Intrafund Transfers	(551,235)	(549,051)	(516,179)	(538,897)	(22,718)	(538,897)
<b>Net Appropriations</b>	<b>1,367,425</b>	<b>1,394,390</b>	<b>1,353,346</b>	<b>1,491,937</b>	<b>138,591</b>	<b>1,504,225</b>
<b>TOTAL REQUIREMENTS</b>	<b>1,367,425</b>	<b>1,394,390</b>	<b>1,353,346</b>	<b>1,491,937</b>	<b>138,591</b>	<b>1,504,225</b>
<b>NET COUNTY COST</b>	<b>(8,295)</b>	<b>8,295</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

## Emergency Medical Services Fund (5630B)

### Budget Unit Locator

County

Health

Health Department

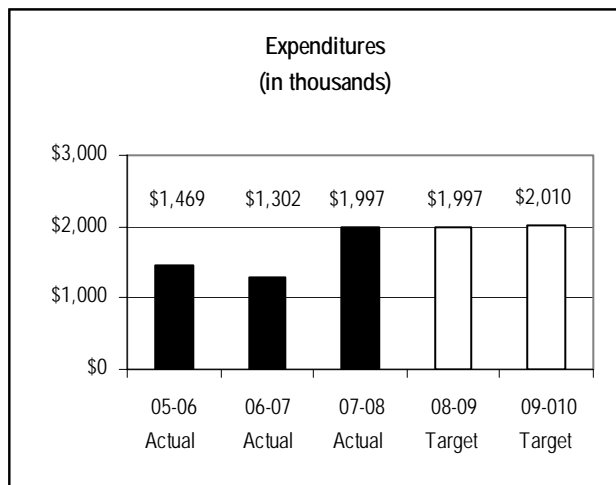
Emergency Medical Services General Fund

▷ **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.

Recent legislation limits the amount of reserves that can be maintained within the Physician Services account to no more than 15% of collections. Recent legislation limits the amount of reserves that can be maintained within the Physician Services account to no more than 15% of collections. The payment schedules are monitored in order to maintain the reserves within the limit.



### Discretionary Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost (NCC). The EMS Trust Fund is fully supported by traffic fine revenues per Maddy Fund legislation.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: payments for Physicians/Trauma accounts will be funded from current Reserves, in accordance with SB 476 which limits the amount of reserves that may be maintained to no more than 15% of collections. Increased Fund Balance from the prior year is being set aside in EMS Trust Fund Reserves for future operating costs including payments to physicians and hospitals. Revenues from vehicle fines have been increased based on prior year trends.

Revenue/Sources	328,207
Appropriations	5,494
Intrafund Transfers	0
Reserves	322,713
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-010 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: increase in payment to the EMS General Fund with a corresponding increase in revenue from court fines.

Revenue/Sources	12,288
Appropriations	12,288
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Emergency Medical Services Fund (5630B)  
Emergency Medical Services Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	1,381,251	1,702,795	1,868,381	1,905,749	37,368	1,918,037
Use of Money and Property	69,547	81,508	49,000	60,000	11,000	60,000
Intergovernmental Revenues	9,277	9,278		8,537	8,537	8,537
Charges for Services	59					
Miscellaneous Revenue	338,098	357,532	334,807	325,529	(9,278)	325,529
<b>Total Revenue</b>	<b>1,798,231</b>	<b>2,151,113</b>	<b>2,252,188</b>	<b>2,299,815</b>	<b>47,627</b>	<b>2,312,103</b>
Fund Balance	1,524,942	2,020,905	2,020,905	2,301,485	280,580	2,603,971
<b>TOTAL SOURCES</b>	<b>3,323,173</b>	<b>4,172,018</b>	<b>4,273,093</b>	<b>4,601,300</b>	<b>328,207</b>	<b>4,916,074</b>
<b>REQUIREMENTS</b>						
Services and Supplies	1,302,269	1,870,533	1,991,835	1,997,329	5,494	2,009,617
<b>Net Appropriations</b>	<b>1,302,269</b>	<b>1,870,533</b>	<b>1,991,835</b>	<b>1,997,329</b>	<b>5,494</b>	<b>2,009,617</b>
Non-General Fund Reserves	2,020,905	2,301,485	2,281,258	2,603,971	322,713	2,906,457
<b>TOTAL REQUIREMENTS</b>	<b>3,323,174</b>	<b>4,172,018</b>	<b>4,273,093</b>	<b>4,601,300</b>	<b>328,207</b>	<b>4,916,074</b>

## Aging and Adult Services (5700B) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	65,218	66,224	80,000	70,000	(10,000)	70,000
Use of Money and Property	440,551	515,602	500,000	400,000	(100,000)	400,000
Intergovernmental Revenues	11,576,817	11,563,671	12,037,256	12,140,525	103,269	12,270,525
Charges for Services	2,403,849	2,477,935	2,959,394	3,354,542	395,148	3,391,598
Interfund Revenue	120,249	142,097	191,370	215,642	24,272	215,642
Miscellaneous Revenue	302,750	479,005	718,501	719,992	1,491	719,992
Other Financing Sources	38,134					
<b>Total Revenue</b>	<b>14,947,569</b>	<b>15,244,533</b>	<b>16,486,521</b>	<b>16,900,701</b>	<b>414,180</b>	<b>17,067,757</b>
Fund Balance	1,329,693	2,037,136	2,037,136	2,477,107	439,971	2,477,107
<b>TOTAL SOURCES</b>	<b>16,277,262</b>	<b>17,281,669</b>	<b>18,523,657</b>	<b>19,377,808</b>	<b>854,151</b>	<b>19,544,864</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,590,979	12,599,011	13,563,448	13,977,130	413,682	14,297,249
Services and Supplies	3,786,263	3,921,802	4,613,374	4,863,323	249,949	4,863,323
Other Charges	4,591,033	5,212,438	5,145,143	5,413,720	268,577	5,413,720
<b>Gross Appropriations</b>	<b>19,968,276</b>	<b>21,733,252</b>	<b>23,321,965</b>	<b>24,254,173</b>	<b>932,208</b>	<b>24,574,292</b>
Intrafund Transfers	(1,385,966)	(1,779,423)	(1,923,559)	(1,828,685)	94,874	(1,828,685)
<b>Net Appropriations</b>	<b>18,582,310</b>	<b>19,953,829</b>	<b>21,398,406</b>	<b>22,425,488</b>	<b>1,027,082</b>	<b>22,745,607</b>
Contingencies/Dept Reserves	644,713	1,699,524	1,699,524	1,833,044	133,520	1,833,044
<b>TOTAL REQUIREMENTS</b>	<b>19,227,023</b>	<b>21,653,353</b>	<b>23,097,930</b>	<b>24,258,532</b>	<b>1,160,602</b>	<b>24,578,651</b>
<b>NET COUNTY COST</b>	<b>2,949,761</b>	<b>4,371,683</b>	<b>4,574,273</b>	<b>4,880,724</b>	<b>306,451</b>	<b>5,033,787</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	122.0	125.0	125.0	125.0		125.0
Funded FTE	122.0	124.7	124.7	125.0	0.3	125.0



## Conservatorship Program (5700P)

### Program Locator

County

Health

Health Department

Aging and Adult Services



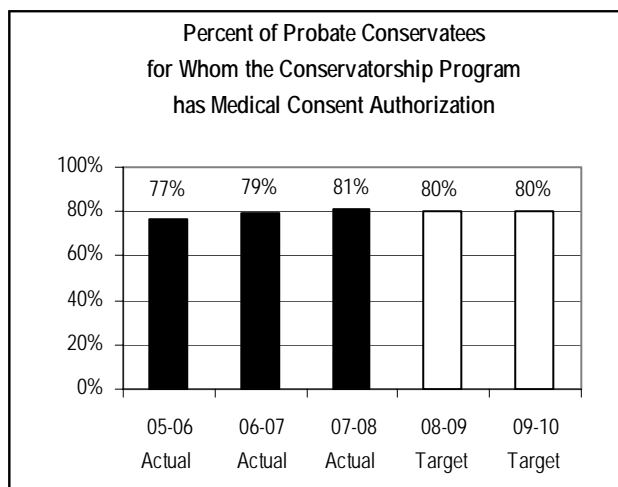
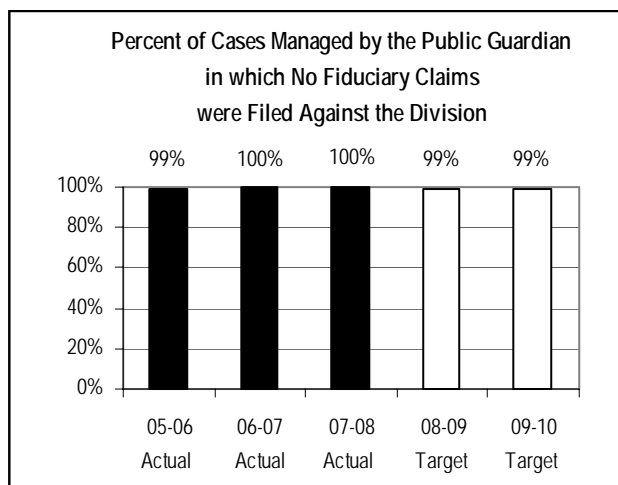
**Conservatorship Program**

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 (LPS) Act. 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 Behavioral Health and Recovery Services, 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 \$68 million in client assets
- Successfully moved conservatees who were in out-of-county placements back into San Mateo County through collaboration with Behavioral Health and Recovery Services and the Full Service Partnership Program
- Expanded training opportunities for the Conservatorship Program staff
- Moved all case management functions of the Conservatorship Program to a new automated, integrated client data and case management system (the Q system), allowing CompuTrust to serve solely as a trust accounting system

### 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 at least a 99% avoidance rate 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 a level of 77% or higher over the past three years.

The Conservatorship Program continues to actively participate in a collaborative effort to create and develop more appropriate housing options within San Mateo County for conserved clients. Since FY 2005-06 there has been a significant increase in the percentage of conserved clients for whom the Conservatorship Program found placement within San Mateo County as a result of the implementation of the Full Service Partnership Program, which was made possible by the Mental Health Services Act. Through collaboration with Behavioral Health and Recovery Services and the Full Service Partnership Program, 79% of Public Guardian clients are now able to reside in San Mateo County, making it possible for clients to be closer to their families and making it easier for staff to work closely with the clients and their treatment teams.

In order to provide integrated physical and psychiatric needs assessments for older adults and persons with disabilities, the Public Guardian collaborates with 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 develop creative solutions in procuring funds to pay for the care of conservatees, especially in the current housing and economic market
- To find appropriate community and institutional placements for conserved individuals with fixed and 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 and/or substance abuse
- To equip staff with the necessary resources to address increasingly complex estate management and care management issues (e.g., client financial portfolios that consist of multiple real properties and investments) that can make the clients more vulnerable to fraud and financial exploitation
- To meet the requirements of the Omnibus Conservatorship and Guardianship Reform Act, implemented as State law in 2006, which changed reporting requirements of conservatees

**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 80% 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
- Continue to work with Behavioral Health and Recovery Services and the Full Service Partnership Program to create and develop more appropriate housing options within San Mateo County for conserved clients
- Secure Board and Care beds for short-term transitional care

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 lack of housing for the most vulnerable populations by working collaboratively with other departments and agencies such as SMMC, Behavioral Health and Recovery Services, 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, using it to plan and coordinate appropriate services, including placement

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of persons conserved:					
- Probate	259	256	245	260	260
- Probate with Dementia Authority	122	121	115	125	125
- LPS (Lanterman Petris Short Act)	348	351	361	345	345
TOTAL	729	728	730	730	730
Total value of client assets managed by the Public Guardian	\$58,545,323	\$63,953,148	\$67,609,044	\$68,000,000	\$68,000,000
Number of Trusts administered (data development)	---	54	56	55	55
Number of face-to-face visits with clients	---	2,865	2,767	2,800	2,800
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of all clients who received at least one face to face visit every 90 days	96%	99%	96%	95%	95%
Number and percent of total accountings filed requiring Public Guardian to request a continuance from the court	68 / 10%	66 / 9%	54 / 8%	60 / 10%	60 / 10%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Aging and Adult Services Division	99%	100%	100%	99%	99%
Percent of conservatees placed within San Mateo County	67%	79%	77%	78%	78%
Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization	77%	79%	81%	80%	80%

## Conservatorship Program (5700P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	44.0	45.0	45.0	45.0		45.0
Funded FTE	44.0	45.0	45.0	45.0		45.0
 Total Requirements	4,605,221	4,631,965	5,792,241	6,278,114	485,873	6,387,377
Total Sources	2,929,197	3,059,354	3,838,605	3,926,477	87,872	3,963,533
Net County Cost	1,676,024	1,572,611	1,953,636	2,351,637	398,001	2,423,844
 NCC Breakdown						
Non-Mandated Services			1,953,636	2,351,637	398,001	2,423,844

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,351,637 or 37.5%, of which 100% is discretionary. This discretionary amount represents the net cost of operating the Conservatorship program.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; reductions in contract expenses; and changes in Public Guardian legal fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
87,872	367,112	118,761	0	398,001	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and increases in Public Guardian fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
37,056	109,263	0	0	72,207	0

## Community-Based Programs (5720P)

### Program Locator

County

Health

Health Department

Aging and Adult Services

Conservatorship Program

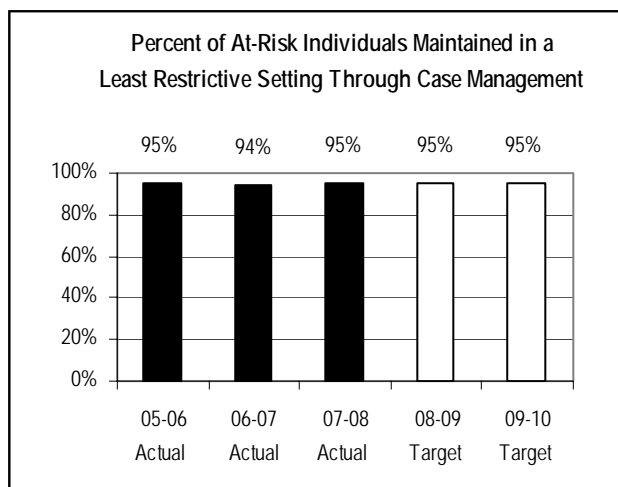
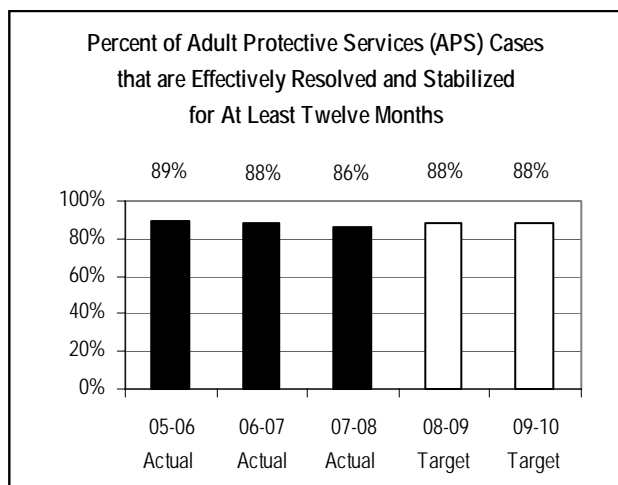


**Community-Based Programs**

IHSS Public Authority

IHSS Public Authority GF

### Headline Measures



### Data Development Measure

Aging and Adult Services (AAS) continues to make progress on the Long-Term Supportive Services Project (LTSSP) in an effort to achieve a fully integrated Medicaid/Medicare long-term care system that enables strategic resource allocation decisions in alignment with the AAS mission. Fundamental to the success of LTSSP is a common assessment for all clients entering long-term care services.

In September 2003, AB 786 was passed by the California Legislature, making San Mateo County the State's pilot for implementing a uniform assessment tool in home- and community-based long-term care settings. AAS has developed a uniform assessment tool and has integrated the tool into its automated case management system (the Q system) which was launched in February 2007. In addition, AAS has received approval from the California Department of Aging to pilot the uniform assessment tool in the Multipurpose Senior Services Program (MSSP). This is a significant accomplishment for the Division and its work toward achieving the LTSSP service delivery model. AAS will conduct a trial and evaluation of the uniform assessment tool in all programs in AAS during this fiscal year.

### 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

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), Healthier Outcomes through Multidisciplinary Engagement (HOME), 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 older adults 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:

- Continued to increase the awareness of elder abuse and fraud through the Adult Abuse Prevention Collaborative
- Successfully secured stipend funds for two graduate social work interns through the Archstone Foundation
- Worked with the County Registrar's office to improve voting accessibility for older adults and persons with disabilities
- Established the Healthier Outcomes through Multidisciplinary Engagement (HOME) program to provide multidisciplinary case management for clients relying on the Emergency Room for medical care in collaboration with other Health Department programs, the San Mateo Medical Center (SMMC), and the Human Services Agency
- Expanded the language capacity of AAS by hiring multilingual staff
- Partnered with providers of home delivered meals to develop a campaign to raise additional funding for the Meals on Wheels program
- Worked collaboratively with SMMC to implement the Care Transitions program targeting improved transitions from hospital to home settings and doubled the AAS resources originally allocated, including increased capacity to serve multilingual clients
- Collaborated with the Community-Based Continuum of Care to pilot discharge planning cards at Seton Medical Center
- Implemented the trial of the Uniformed Assessment tool (UAT) for home and community-based services
- Provided ongoing training for staff on the automated case management system (the Q system)

### 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 at least 88% 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 of these APS clients require ongoing case management through AAS programs and other community services to maintain their health and well-being.

Another important indicator of program success is that, over the past two years, at least 95% of the Division's most at-risk clients have been maintained in a least restrictive setting through case management as shown in Headline Measure 2.

### 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 populations
- To make necessary changes in the method of service delivery to meet the needs of the aging baby boom population

- To complete the trial and evaluation of the uniform assessment tool across all programs in AAS
- 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
- To expand linguistic access to the ever changing community targeting Spanish, Chinese, Tagalog, and Russian speaking communities
- To enhance awareness and sensitivity to different cultures
- To continue providing high quality services to vulnerable residents despite decreased state funding
- To locate and sustain funds for gerontology graduate social work student interns

### Program Objectives

Community-Based Programs will meet performance targets by doing the following:

#### Resolve and Stabilize at least 88% 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
- Strengthen the ability to prevent financial abuse of elders and dependent adults through a specific staff position that acts as a liaison between AAS and financial institutions

#### Achieve a 97% Rating of Stakeholder Survey Respondents Benefiting from Services Provided

- Continue to enhance services and monitor quality assurance
- Continue to advocate for clients through the Commission on Aging, Commission on Disabilities, and other community forums to address client needs

#### Maintain 95% 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 between AAS programs to ensure a smooth transition for clients who require services from multiple 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 Community-Based Continuum of Care, and the New Beginning Coalition
- Through collaboration with community partners, continue to link projects and gaps in service identified in the Strategic Plan for

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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 the 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
- 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 website to improve linguistic access and to enhance the links between the Network of Care and the Commissions' websites
- Use results of the Aging 2020-2030 model to plan for needs of the Older Adult population over the next 20 years

Train Graduate Level Social Work Students in Gerontology to

Address Succession Planning

- Continue to participate in the California Social Work Education Center/Northern California Collaborative to sustain funds to be used for graduate student stipends
- Collaborate with ten Bay Area AAS programs and four schools of social work for curriculum development in social work and aging

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of Adult Protective Services (APS) cases opened	1,003	966	1,026	1,050	1,050
Number of at-risk individuals served by case management <sup>(1)</sup>	2,925	3,019	3,029	3,050	3,050
Number of people served through Area Agency on Aging funds	15,570	14,855	14,393	15,000	15,000
Number of professionals and general public receiving information and education	671	1,908	3,023	2,000	2,000
Number of information and referral calls answered by the TIES Line (data development)	---	11,214	8,948	11,000	11,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of at-risk individuals maintained in a least restrictive setting through case management	95%	94%	95%	95%	95%
Number and percent of clients assessed using the new uniform assessment tool (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of APS cases effectively resolved and stabilized for at least twelve months	89%	88%	86%	88%	88%
Percent of stakeholder survey respondents indicating benefit from services provided:					
- Personal life has improved as a result of the services received (reported annually)	100%	100%	100%	97%	97%
- Gained useful knowledge through the presentations, trainings, conferences, and resources provided (reported annually)	96%	91%	99%	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.



## Community-Based Programs (5720P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	78.0	80.0	80.0	80.0		80.0
Funded FTE	78.0	79.7	79.7	80.0	0.3	80.0
 Total Requirements	14,621,802	17,021,388	17,305,689	17,980,418	674,729	18,191,274
Total Sources	13,348,065	14,222,316	14,685,052	15,451,331	766,279	15,581,331
Net County Cost	1,273,738	2,799,072	2,620,637	2,529,087	(91,550)	2,609,943
 NCC Breakdown						
Local Grants Match-IHSS			438,775	212,621	(226,154)	211,135
Adult Protective Svcs MOE			248,503	248,503		248,503
COLAs for Providers			95,998	98,878	2,880	101,844
Non-Mandated Services			1,475,252	1,397,198	(78,054)	1,572,486
Local Overmatch			362,109	571,887	209,778	475,975

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,529,087 or 15.7%, of which \$2,067,963 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 conservator investigations, caregiver support services, the Commission on Aging, the Commission on Disabilities, and associated community-based contracts.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; reductions in state funding; and anticipated increases in Realignment funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
632,759	565,096	(23,887)	0	(91,550)	0

#### 2. Adjustments to Fund Balance

Increased Fund Balance from the prior year has been set aside in Reserves for Health Department Information Technology Strategic Plan (ITSP) projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
133,520	0	0	133,520	0	0

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
766,279	565,096	(23,887)	133,520	(91,550)	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and an increase in federal welfare revenue for Adult Protective Services and In-Home Supportive Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
130,000	210,856	0	0	80,856	0

## IHSS Public Authority (5800B)

### Program Locator

County

Health

Health Department

Aging and Adult Services

Conservatorship Program

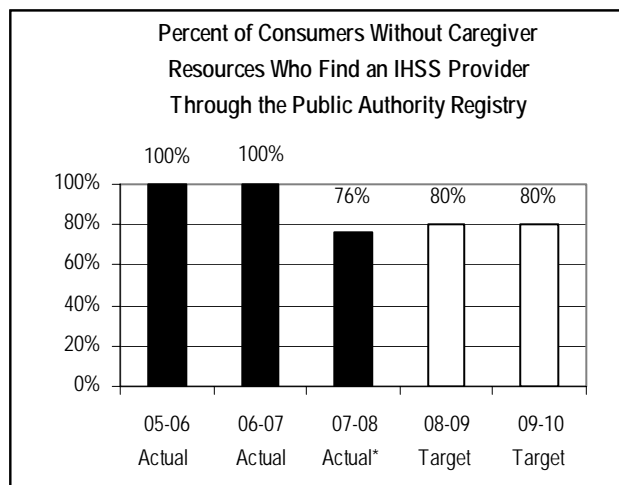
Community-Based Programs



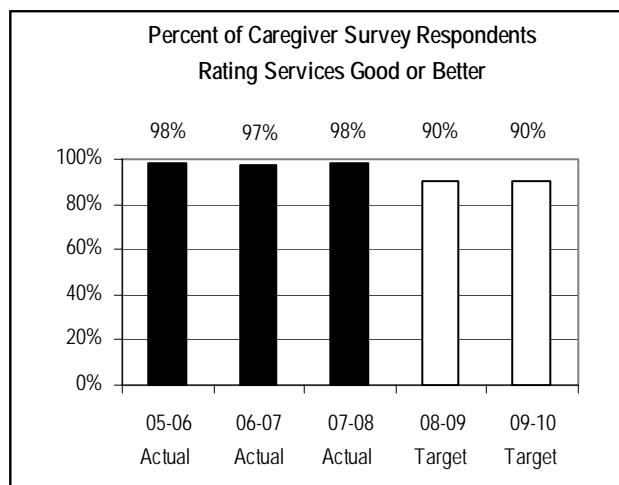
**IHSS Public Authority**

IHSS Public Authority GF

### Headline Measures



\*Data collection methodology revised beginning in FY 2007-08.



### 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 colocation 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 and Human Resources. 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 mediate conflicts between the parties
- Increased the number and locations of training opportunities for providers, including the development and distribution of a six-month calendar of trainings to providers in order to encourage greater attendance
- Increased the accessibility of provider trainings by offering translation and rotating the trainings to the north, central, and southern parts of the county
- Further integrated the PA into AAS by enhancing the ability to access integrated data through the Q system
- Regularly participated in Regional IHSS Quality Assurance/Quality Improvement meetings
- Evaluated policies and procedures to improve the efficiency of the PA
- Established a procedure within IHSS to identify and correct share-of-cost discrepancies affecting Medi-Cal eligibility

### 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—effectiveness of the Registry in helping consumers find IHSS providers. The PA has recently changed its data collection methodology and is now counting consumers whom it assisted in finding a provider, even if the provider was not a member of the Registry. Due to this change, the percentage indicated in the performance measure has decreased. The PA will continue to maintain a current Registry of potential and available providers and 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, at least 97% 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 for at least 93% of the consumers served, and 100% of individuals state that they have gained useful knowledge from trainings attended.

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

- To enhance the diversity of providers in the PA Registry in accommodating the changing needs and significantly increased number of IHSS consumers who represent the Baby Boomer population
  - To provide homecare services to consumers who are difficult to serve due to issues such as geographic location, limited public transportation, high cost of living, and/or lack of providers with specialized training
  - To develop and expand programs beyond the categorical funding requirements that limit PA services to IHSS consumers
  - To develop and provide literature that is culturally sensitive and available in multiple languages to meet the needs of the changing community
  - To establish a Registry policy that will ensure a safe working environment for providers working with difficult IHSS consumers
  - To establish procedures that will provide a smooth transition as the state implements direct deposit of paychecks for IHSS providers
  - To maintain full membership in the IHSS Advisory Committee
  - To develop procedures addressing state requirements for quality assurance
- 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 access to 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

**Program Objectives**

The IHSS Public Authority will meet performance targets by doing the following:

Ensure at Least 80% of Potential Consumers Without Caregiver Resources Find A Caregiver Through the PA Registry

- Maintain an accurate PA Registry of potential caregivers
- Recruit caregivers from all geographic regions, reflecting the County's cultural and linguistic diversity

Achieve an Overall Caregiver Satisfaction Rate of at least 90%

- Enhance the network of support for providers

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Average number of caregivers served by the Public Authority per month	2,157	2,315	2,589	2,500	2,500
Number of consumers served by the Public Authority registry	217	264	314	300	300
Number of caregivers and consumers attending Public Authority trainings per year	---	244	227	240	240
Average number of timecards processed per month	---	5,434	6,052	6,100	6,100
Number and percent of Independent Providers (IPs) who are relatives (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
Number and percent of Independent Providers (IPs) who live with the care recipient (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of consumers without caregiver resources who find an IHSS provider through the Public Authority registry <sup>(1)</sup>	100%	100%	76%	80%	80%
Percent of caregiver survey respondents rating services good or better	98%	97%	98%	90%	90%
Average number of days to obtain a match between a caregiver and consumer through PA registry	5	5	6	6	6
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of consumers indicating the quality of their living situation has improved as a result of services received through the Public Authority	95%	93%	93%	96%	96%
Percent of individuals receiving training who indicated useful knowledge gained	99%	100%	100%	95%	95%

<sup>(1)</sup> The Public Authority has changed its data collection methodology and is now counting consumers whom it assisted in finding a provider, even if the provider was not a member of the Registry. Due to this change, the percentage indicated in the performance measure has decreased.

## IHSS Public Authority (5800B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Total Requirements</b>	14,586,353	16,341,422	16,746,924	18,264,369	1,517,445	18,284,942
<b>Total Sources</b>	14,586,353	16,341,421	16,746,924	18,264,369	1,517,445	18,284,942

### Discretionary Net County Cost

This program's FY 2008-09 Adopted Budget contains no Net County Cost (NCC), but General Fund support of \$4,487,523 or 24.5% of the total Public Authority program cost is provided in a separate budget unit 6900B, the IHSS Public Authority General Fund program.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increases in Individual Provider pay and benefits; and anticipated increased Realignment revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,517,445	1,517,445	0	0	0	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and increased Realignment revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
20,573	20,573	0	0	0	0

IHSS Public Authority (5800B)  
IHSS Public Authority Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	46,553	66,783				
Intergovernmental Revenues	6,791,090	8,220,697	8,894,575	10,279,882	1,385,307	10,300,455
Interfund Revenue	4,622,328	4,688,600	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	438	515				
<b>Total Revenue</b>	<b>11,460,409</b>	<b>12,976,595</b>	<b>13,382,098</b>	<b>14,767,405</b>	<b>1,385,307</b>	<b>14,787,978</b>
Fund Balance	3,125,944	3,364,826	3,364,826	3,496,964	132,138	3,496,964
<b>TOTAL SOURCES</b>	<b>14,586,353</b>	<b>16,341,421</b>	<b>16,746,924</b>	<b>18,264,369</b>	<b>1,517,445</b>	<b>18,284,942</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	366,227	433,710	573,938	522,328	(51,610)	542,901
Services and Supplies	2,565,877	2,758,766	2,977,379	3,109,984	132,605	3,109,984
Other Charges	8,289,423	9,651,982	9,698,643	11,135,093	1,436,450	11,135,093
<b>Net Appropriations</b>	<b>11,221,527</b>	<b>12,844,458</b>	<b>13,249,960</b>	<b>14,767,405</b>	<b>1,517,445</b>	<b>14,787,978</b>
Non-General Fund Reserves	3,364,826	3,496,964	3,496,964	3,496,964		3,496,964
<b>TOTAL REQUIREMENTS</b>	<b>14,586,353</b>	<b>16,341,422</b>	<b>16,746,924</b>	<b>18,264,369</b>	<b>1,517,445</b>	<b>18,284,942</b>

## IHSS Public Authority GF (6900B)

### Budget Unit Locator

County

Health

Health Department

Aging and Adult Services

Conservatorship Program

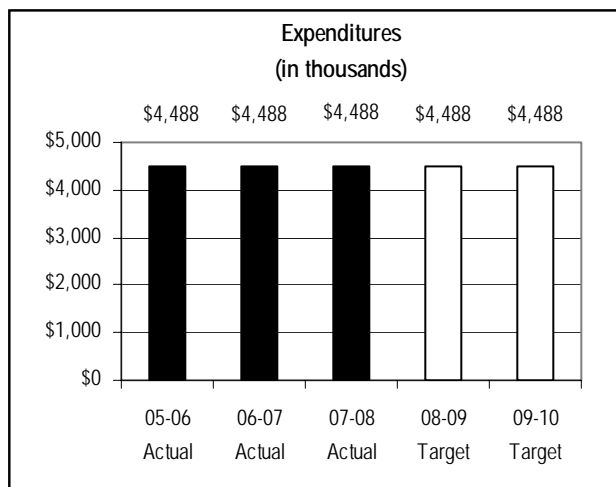
Community-Based Programs

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). The Other Charges budgeted in this account is transferred to the Public Authority for IHSS as Interfund Revenue.



### Discretionary Net County Cost

This budget unit is funded 100% by the General Fund and represents the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). This amount of \$4,487,523 represents 24.5% of the local match requirements for the services and the Public Authority portions of the IHSS program.

### FY 2008-09 Funding Adjustments

No change.

### FY 2009-10 Funding Adjustments

No change.



IHSS Public Authority GF (6900B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<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

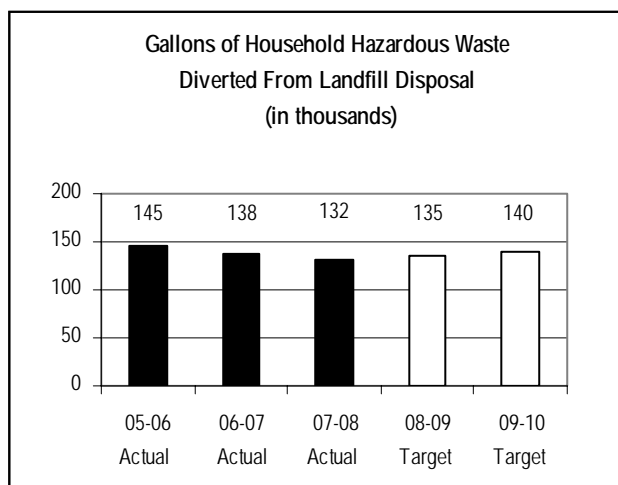
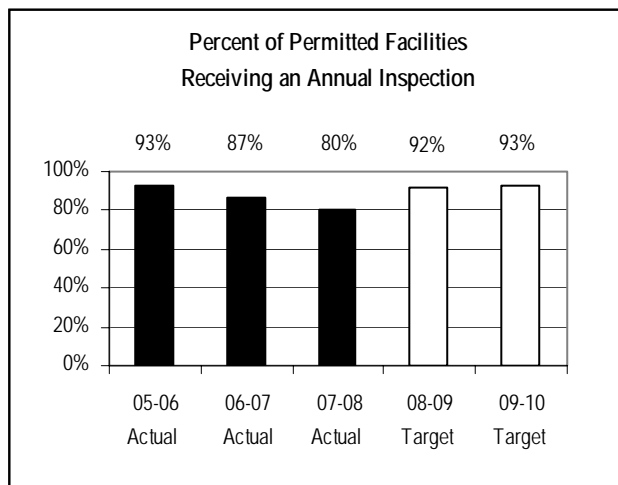
County

Health

Health Department

► **Environmental Health Services**

### Headline Measures



### Program Outcome Statement

Environmental Health Services provides regulatory oversight, enforcement, hazardous materials emergency response, collection and disposal options, 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:

- Trained several food operators on new California Food Code provisions
- Expanded the pharmaceutical collection program from four to eleven jurisdictions
- Implemented a program for household collection of used syringes at four fire stations and the solid waste transfer stations
- Established an inspection program for above-ground storage tanks
- Coordinated the California Coastal Cleanup effort
- Held several hearings and suspended tobacco retailer licenses of businesses found to have sold tobacco to minors
- Transferred certain vector control duties to the Mosquito Abatement District
- Trained all EHS staff in disaster response for environmental health professionals
- Improved health and safety significantly at the Pine Street Warehouse through requirement of facility upgrades
- Recruited and hired a Pollution Prevention Specialist to lead the Universal Waste, Used Oil, and Water Pollution Prevention programs

### Story Behind Baseline 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 2007-08 was 80%. 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 protocols 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 (HHW) 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 131,554 gallons of hazardous waste diverted in FY 2007-08. 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. Long-term initiatives and programs such as Extended Producer Responsibility and Integrated Pest Management will, by design, eventually reduce the amount of waste. However, until the trend begins to reverse, the program will continue to see an increase in amount of waste and continued increases in disposal cost.

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, safer workplaces, and a cleaner environment. However, at the same time, the types of calls have become increasingly more complex, presenting more challenging and dangerous situations due to heightened awareness and concerns of chemical and/or biological terrorism.

EHS continues to develop and implement a Field Inspection System (FIS) that allows capturing of field inspection information electronically. It is expected that this system will improve program efficiency and data collection and reporting techniques.

#### **Major challenges over the next two years:**

- To maintain staffing and service levels in programs not directly funded by permit fees, such as Groundwater Protection, Vector Control, Solid Waste, HHW, Cross Connections, and Small Water Systems
- To ensure adequate degree of control required to maintain geologic and engineering decisions made by others within the Local Oversight Program, given potentially stricter definitions of responsible charge by Geology and Engineering Boards
- To manage the increasing amount of universal waste entering the HHW program
- To maintain a proactive land use program within the limitations of an unstable funding base and pending statewide regulations (AB 885)
- To maintain an effective natural recreation waters sampling program, given declining volunteer assistance and reductions in already-limited state funding
- To develop a product stewardship program with industry for collection of fluorescent light tubes, batteries, and other electronic devices including changes in manufacturing, management, and disposal of household hazardous products/waste through the Product Stewardship Council and Extended Producer Responsibility initiatives
- To improve recruitment, retention, and training of the hazardous materials response team, which includes fire and environmental health technical support
- To increase participation in the Very Small Quantity Generator program, which provides small businesses a cost effective program for hazardous waste disposal
- To continue encouraging and incorporating scanned and electronic files into EHS workflows
- To contribute the expertise and lessons learned from EHS programs and services to the Cool Counties Initiative

#### **Program Objectives**

Environmental Health Services will meet performance targets by doing the following:

##### Inspect at least 92% of Permitted Facilities 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

##### Divert at least 135,000 Gallons of Household Hazardous Waste from the Landfill

- Evaluate disposal and reuse options to maximize program efficiencies
- Actively pursue product stewardship issues with state, local and industry partners through participation with the California Product Stewardship Council

##### 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)

- Upgrade the current Envision Database to Envision Connect, enabling better access and more efficient use of FIS
- Continue working with other programs to prepare for future implementation of FIS

##### Implement a Food Program Standard

- Partner with the federal Food and Drug Administration to identify program standards
- Work with all food inspection staff to begin implementation

##### Re-Evaluate Programs and Identify Activities which can be Assigned to Non-Technical Staff

- Develop a template for supervisors' use in re-evaluation of programs
- Train all supervisors in data access and database tools

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of permitted facilities regulated	17,350	17,763	17,935	17,800	17,800
Number of emergency response calls	44	24	24	30	30
Number of complaints received	2,077	2,120	1,748	1,800	1,800
Number of households served by Household Hazardous Waste Program	14,446	12,956	11,333	13,000	13,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of permitted facilities receiving an annual inspection	93%	87%	80%	92%	93%
Percent of complaints responded to within the required time period	84%	86%	71%	92%	93%
Percent of customers rating services good or better	90%	84%	77%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Gallons of household hazardous waste diverted from landfill disposal	145,281	137,630	131,554	135,000	140,000
Percent of total days that ocean beaches were open for use	89%	98%	99%	98%	98%

Environmental Health Services (5900B)  
Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>Salary Resolution</b>	76.0	77.0	77.0	77.0		77.0
<b>Funded FTE</b>	75.5	76.6	76.6	76.7	0.0	76.7
<b>Total Requirements</b>	13,665,051	14,584,573	14,349,400	14,435,729	86,329	14,359,034
<b>Total Sources</b>	12,965,918	13,028,594	13,334,197	13,380,873	46,676	13,295,703
<b>Net County Cost</b>	699,133	1,555,979	1,015,203	1,054,856	39,653	1,063,331
<b>NCC Breakdown</b>						
<b>Mandated Services</b>			1,015,203	1,054,856	39,653	1,063,331

## Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,054,856 or 8.2%, of which 100% is mandated. This mandated amount represents the Household Hazardous Waste and Vector Control programs.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions in contract expenses; deletion of one-time purchases; decrease in Fund Balance and Reserves for costs incurred in FY 2007-2008 with relocation of offices to a new facility on Alameda de las Pulgas in San Mateo. Funding from the Solid Waste Fund has been reduced by \$100,000 in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(155,460)	484,709	(22,259)	(570,093)	47,817	0

### 2. Used Oil Opportunity Grant

The California Integrated Waste Management Board has awarded a Used Oil Opportunity grant to Environmental Health for establishing a used oil collection facility at Pillar Harbor Marina. The goal of this project is to protect water quality, wildlife, and human health from the negative impacts of oil pollution. The grant also includes funds for a public education campaign.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
64,550	64,550	0	0	0	0

### 3. Adjustments to Fund Balance

Increased Fund Balance from the prior year has been utilized as follows: \$25,000 has been appropriated for contractual translation and construction/implementation services; and \$112,586 has been set aside in Reserves for Health Department Information Technology Strategic Plan (ITSP) projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
137,586	25,000	0	112,586	0	0

### 4. Staffing Adjustments

A vacant Executive Secretary-C position has been deleted and an Office Services Supervisor-E position added to ensure performance and standardization in support and fiscal staff, and align positions with the appropriate classifications.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(8,164)	0	0	(8,164)	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
46,676	566,095	(22,259)	(457,507)	39,653	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and reductions in contract expenses. Funding from the Solid Waste Fund has been reduced by \$200,000, for a total reduction of \$300,000 over two years. Appropriations for Household Hazardous Waste disposal have been decreased to meet budget targets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,380	12,855	0	0	8,475	0

**6. Deletion of Previous One-Time Adjustments**

One-time budget adjustments from the prior fiscal year have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(89,550)	(89,550)	0	0	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(85,170)	(76,695)	0	0	8,475	0

Environmental Health Services (5900B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	844,324	877,023	989,636	970,570	(19,066)	995,186
Fines, Forfeitures and Penalties	92,408	97,085	110,000	160,000	50,000	160,000
Intergovernmental Revenues	2,060,396	1,252,719	1,610,154	1,881,858	271,704	1,809,250
Charges for Services	7,349,182	8,112,026	7,860,424	8,422,840	562,416	8,410,662
Miscellaneous Revenue	270,325	242,123	275,000	245,000	(30,000)	245,000
Other Financing Sources	76,795	35,430	76,795	76,795		76,795
<b>Total Revenue</b>	<b>10,693,430</b>	<b>10,616,406</b>	<b>10,922,009</b>	<b>11,757,063</b>	<b>835,054</b>	<b>11,696,893</b>
Fund Balance	2,272,488	2,412,188	2,412,188	1,623,810	(788,378)	1,598,810
<b>TOTAL SOURCES</b>	<b>12,965,918</b>	<b>13,028,594</b>	<b>13,334,197</b>	<b>13,380,873</b>	<b>46,676</b>	<b>13,295,703</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	8,331,438	8,708,300	9,063,057	9,355,606	292,549	9,531,309
Services and Supplies	2,629,722	3,076,579	2,331,098	2,584,285	253,187	2,356,137
Other Charges	687,806	669,934	818,928	895,037	76,109	895,037
Fixed Assets		73,442	80,000	24,250	(55,750)	
Other Financing Uses	54,397					
<b>Gross Appropriations</b>	<b>11,703,363</b>	<b>12,528,256</b>	<b>12,293,083</b>	<b>12,859,178</b>	<b>566,095</b>	<b>12,782,483</b>
Intrafund Transfers	(52)			(22,259)	(22,259)	(22,259)
<b>Net Appropriations</b>	<b>11,703,312</b>	<b>12,528,256</b>	<b>12,293,083</b>	<b>12,836,919</b>	<b>543,836</b>	<b>12,760,224</b>
Contingencies/Dept Reserves	1,961,739	2,056,317	2,056,317	1,598,810	(457,507)	1,598,810
<b>TOTAL REQUIREMENTS</b>	<b>13,665,051</b>	<b>14,584,573</b>	<b>14,349,400</b>	<b>14,435,729</b>	<b>86,329</b>	<b>14,359,034</b>
<b>NET COUNTY COST</b>	<b>699,133</b>	<b>1,555,979</b>	<b>1,015,203</b>	<b>1,054,856</b>	<b>39,653</b>	<b>1,063,331</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	76.0	77.0	77.0	77.0		77.0
Funded FTE	75.5	76.6	76.6	76.7	0.0	76.7

## Behavioral Health and Recovery Services (6100B) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	28,587	31,372	31,372	32,355	983	32,355
Intergovernmental Revenues	64,729,510	70,453,627	70,290,716	71,999,072	1,708,356	71,999,072
Charges for Services	25,003,965	28,122,299	30,856,138	33,077,218	2,221,080	33,077,218
Interfund Revenue	8,165	9,561				
Miscellaneous Revenue	2,242,306	1,193,159	1,301,045	1,717,647	416,602	1,717,647
Other Financing Sources	40,224					
<b>Total Revenue</b>	<b>92,052,757</b>	<b>99,810,018</b>	<b>102,479,271</b>	<b>106,826,292</b>	<b>4,347,021</b>	<b>106,826,292</b>
Fund Balance	7,153,069	7,593,849	7,593,849	6,803,670	(790,179)	6,803,670
<b>TOTAL SOURCES</b>	<b>99,205,826</b>	<b>107,403,867</b>	<b>110,073,120</b>	<b>113,629,962</b>	<b>3,556,842</b>	<b>113,629,962</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	36,146,808	40,266,004	44,352,253	45,308,144	955,891	46,196,262
Services and Supplies	48,157,057	52,427,384	50,104,774	54,695,113	4,590,339	54,695,113
Other Charges	25,552,944	28,725,963	30,091,826	31,448,069	1,356,243	31,448,069
Other Financing Uses		27,226				
<b>Gross Appropriations</b>	<b>109,856,809</b>	<b>121,446,577</b>	<b>124,548,853</b>	<b>131,451,326</b>	<b>6,902,473</b>	<b>132,339,444</b>
Intrafund Transfers	(2,946,990)	(3,523,458)	(4,040,258)	(4,097,158)	(56,900)	(4,097,158)
<b>Net Appropriations</b>	<b>106,909,819</b>	<b>117,923,119</b>	<b>120,508,595</b>	<b>127,354,168</b>	<b>6,845,573</b>	<b>128,242,286</b>
Contingencies/Dept Reserves	4,910,300	7,456,200	7,456,200	6,522,447	(933,753)	6,522,447
<b>TOTAL REQUIREMENTS</b>	<b>111,820,119</b>	<b>125,379,319</b>	<b>127,964,795</b>	<b>133,876,615</b>	<b>5,911,820</b>	<b>134,764,733</b>
<b>NET COUNTY COST</b>	<b>12,614,293</b>	<b>17,975,452</b>	<b>17,891,675</b>	<b>20,246,653</b>	<b>2,354,978</b>	<b>21,134,771</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	392.0	412.0	412.0	412.0		412.0
Funded FTE	358.6	387.5	387.5	384.7	(2.8)	384.7



## Behavioral Health and Recovery Administration (6110P)

### Program Locator

County

Health

Health Department

Behavioral Health and Recovery Services



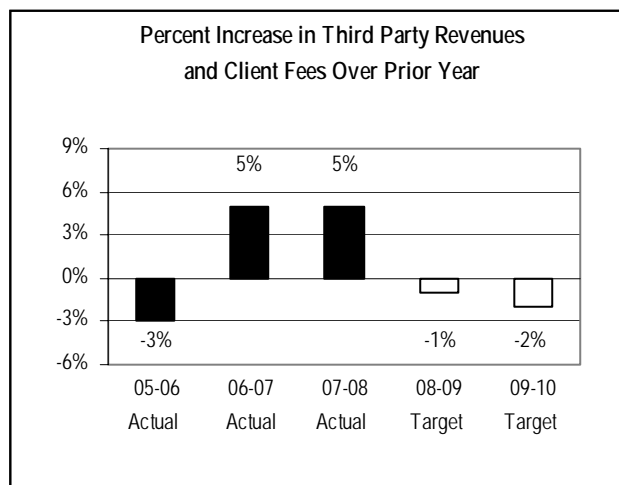
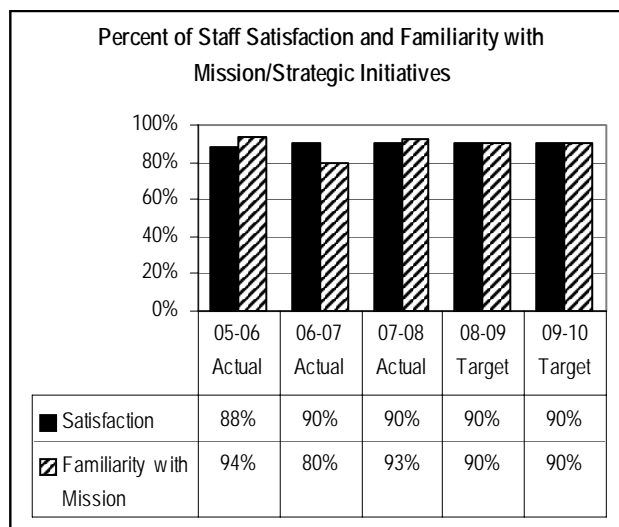
**Behavioral Health and Recovery Administration**

Mental Health Youth Services

Mental Health Adult Services

Alcohol and Other Drug Services

### Headline Measures



### Data Development

It is a priority of Behavioral Health and Recovery Services (BHRS) to have consumers and family members participate in the planning and delivery of services. The perspective of those receiving services is critical for the successful development of a client-directed system of

care. BHRS will gauge its success in engaging consumers and family members in services planning processes by measuring the percentage of strategic efforts that include involvement by consumers and family members. This will become a new Headline Measure once data becomes available, which is expected to be in FY 2009-10.

### Program Outcome Statement

BHRS Administration provides direction and leadership while defining the priorities of Mental Health (MH) Adult and Older Adult Services and Mental Health Youth Services, and Alcohol and Other Drug (AOD) 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 BHRS programs including quality improvement, personnel services, budget and finance support, research and evaluation, and contract administration.

### Services and Accomplishments

BHRS 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 BHRS Division's mission and ensuring that operations are both efficient and cost-effective.

The functional units of BHRS 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. The goals include ensuring that 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. This year, the new combined organization that integrates MH and AOD has targeted several goals related to improving services for clients as a result of the reorganization.

The following are major accomplishments in the current year:

- Merged Mental Health Services and Alcohol and Other Drug Services into a new BHRS Division of the Health Department
- Convened a Transition Advisory Group to identify the newly restructured Division's mission/vision and strategic initiatives
- Expanded a multiyear, systemwide initiative to establish integrated treatment strategies for people with co-occurring mental health and alcohol and other drug conditions, training 60 staff in motivational interviewing and other techniques and enlisting over 100 staff "change agents" to carry out the initiative, including implementation of a welcoming policy across the

system and improving the identification of clients who have co-occurring mental health and drug and alcohol problems

- Continued implementation of the Mental Health Services Act (MHSA)-funded expansion of mental health services for seriously mentally ill and emotionally disturbed San Mateo County residents
- Continued active participation by the Mental Health Board in system and services planning, implementation monitoring and quality improvement activities, and community outreach
- Completed negotiations with a finalist vendor for a new electronic billing and clinical information system that will be implemented in phases starting in FY 2008-09
- Improved access to behavioral health services in East Palo Alto in collaboration with community stakeholders

### Story Behind Performance

The November 2004 passage of the MHSA required each county to develop a comprehensive three-year plan for new and expanded services. BHRS received state approval of its plan in March 2006 and began implementing programs in Spring 2006. By Spring 2007 most new programs were implemented, including "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. A multiyear system redesign and training initiative designed jointly by Mental Health Services and Alcohol and Other Drug Services is expanding the BHRS system's capacity to effectively treat people with complex and co-occurring mental health and drug and alcohol problems. The goals of the BHRS Mental Health Strategic Plan are complementary to the requirements of the MHSA.

AB 3632 (1984) mandated that County mental health programs provide services as specified in each student's "Individual Education Plan." BHRS received a state allocation of federal special education funds as well as state General Funds in FY 2006-07. The Governor's FY 2007-08 budget proposes to continue the same level of state and Federal funding support; however, this represents less than full funding and the program will once again be dependent on SB 90 mandate claiming to cover unfunded services costs. In FY 2006-07 and prior years, counties were allowed to project the amount of the unfunded mandate and receive a portion of the mandate claim financing during the applicable fiscal year. The FY 2007-08 and FY 2008-09 state budgets proposes that mandate claims will not be considered until the following year subsequent to final cost report submission. This change will result in a cash flow delay for San Mateo and all other counties. For the period FY 1996-97 through FY 2003-04, BHRS has received payment for AB 3632 services through the SB 90 claiming process. BHRS is facing a current audit risk of up to \$6 million for those SB 90 claims.

Staff satisfaction and familiarity with mission/strategic initiatives have historically been high, as indicated in Headline Measure 1. It is believed that increased ratings for familiarity with mission beginning in FY 2005-06 reflects increased education of the workforce on key initiatives related to MHSA.

BHRS Administration oversees the preparation and control of the Division's budget. In addition, staff work to maximize the amount of third party revenue and client fees collected in order to maintain the financial viability of all BHRS programs, as shown in Headline Measure 2. Federal regulations continue to require "compliance plans" and increased internal monitoring of documentation and billing practices. Billing is blocked for services that do not fully meet documentation standards. Improved compliance as a result of documentation training and quality reviews improved revenues in FY 2006-07 and is expected to continue in FY 2007-08. However this trend is not expected to continue in FY 2008-09 because the Division will be holding positions open due to budget constraints. Expanded participation in the Medicare program as a result of the contract with the Health Plan of San Mateo (HPSM) for the CareAdvantage program will also likely be an area of increased revenues.

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

- To implement budget reductions addressing decreases in the state Maximum Allowable rates for Medi-Cal funded services
- To implement strategic initiatives that promote the integration of MH and AOD Services
- To implement expansions of the new MHSA programs and considerable systemwide 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 increase linguistic access and develop more culturally-appropriate mental health services
- To implement a new clinical and billing information system impacting all workflow and requiring all staff to learn new technologies
- To continue training and monitoring documentation and billing practices of the County and its contract providers to satisfy state and federal compliance requirements
- To expand utilization and risk management strategies based on standard clinical criteria, tools, and procedures

### Program Objectives

BHRS 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 services expansion and systemwide training based on the State-approved three-year MHSA plan

- 
- Implement training and education areas identified in staff surveys

Maintain Third Party Revenues and Client Fees at no less than a 1% Decrease for FY 2008-09

- Continue to 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 increased 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

- Begin phased roll-out of 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of new/renewed contracts coordinated and administered	327	353	469	420	400
Percentage of clients who are diagnosed with co-occurring disorders (data development)	---	---	---	---	---
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent increase in third party revenues and client fees over prior year	-3%	5%	5%	-1%	-2%
Percent of customer survey respondents (Managed Care Provider) rating services good or better	92%	85%	90%	90%	90%
Average number of days to complete contracts development process	77	69	59	60	60
Percentage of strategic initiatives with consumer and family involvement (data development) <sup>(1)</sup>	---	---	---	90%	90%
Percent of organizational providers who have completed self assessment of co-occurring capability and identified action plans (data development) <sup>(1)</sup>	---	---	---	50%	70%
Percentage of organizational providers represented in the co-occurring initiative by a change agent <sup>(1)</sup>	---	---	---	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of staff who are familiar or very familiar with mission/strategic initiatives	94%	80%	93%	90%	90%
Percent of staff who are satisfied or very satisfied	88%	90%	90%	90%	90%
Percent of clinical staff participating in documentation training	81%	88%	89%	75%	75%
Number of clients using language interpreter services (data development) <sup>(1)</sup>	---	---	---	---	---

<sup>(1)</sup> New performance measure beginning in FY 2008-09.

## Behavioral Health and Recovery Administration (6110P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	46.0	51.0	51.0	51.0		51.0
Funded FTE	42.2	48.1	48.1	48.4	0.4	48.4
 Total Requirements	14,832,724	18,618,116	20,742,821	21,256,525	513,704	21,213,843
Total Sources	20,600,650	29,148,302	19,270,343	18,137,054	(1,133,289)	18,137,054
Net County Cost	(5,767,926)	(10,530,185)	1,472,478	3,119,471	1,646,993	3,076,789
 NCC Breakdown						
COLAs for Providers			59,798	362,524	302,726	
Non-Mandated Services			1,412,680	2,756,947	1,344,267	3,076,789

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,119,471 or 21.2%, of which 100% is discretionary. This discretionary amount includes net unassigned operating costs for youth and adult mental health services, and Cost-of-Living Adjustments (COLAs) for service providers.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments to Reserves including one-time appropriations for various office furnishings and upgrades associated with the move to the Alameda de las Pulgas facility; and adjustments to revenues based on current year trends and forecasts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,041,212)	(376,895)	0	(1,017,324)	1,646,993	0

#### 2. Mental Health Services Act (MHSA) – Prevention and Early Intervention (PEI) Component

Appropriations have been made to provide services focused on preventing the development of serious emotional disorders and mental illness. The cost increase is fully funded by the MHSA PEI allocation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,595,020	1,595,020	0	0	0	0

#### 3. MHSA – Workforce Education and Training (WET) Component

Appropriations have been made to provide services aimed at developing and maintaining a culturally competent workforce for the effective delivery of mental health services. The cost increase is fully funded by the MHSA WET allocation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
229,332	229,332	0	0	0	0

**4. Adjustments to Fund Balance**

Increased Fund Balance from the prior year has been set aside in Reserves for Health Department Information Technology Strategic Plan (ITSP) projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
83,571	0	0	83,571	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,133,289)	1,447,457	0	(933,753)	1,646,993	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and reductions in extra help and overtime costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(42,682)	0	0	(42,682)	0

## Mental Health Youth Services (6130P)

### Program Locator

County

Health

Health Department

Behavioral Health and Recovery Services

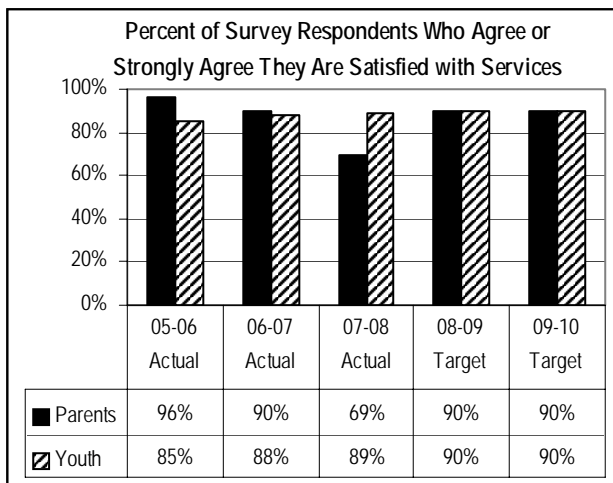
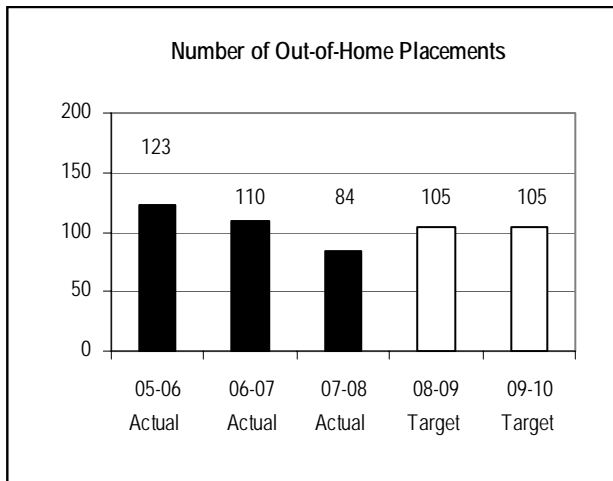
Behavioral Health and Recovery Administration

**Mental Health Youth Services**

Mental Health Adult Services

Alcohol and Other Drug 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, and the Youth Services Center 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, other Health Department programs, 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. SB 679 went into effect 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 has served 54 youth and their families as of February 1, 2008, with an average length of stay of almost nine months. The COYC evaluation outcomes for the third year of operation reflected a parent satisfaction rate of 100%.

The Partners for Safe and Healthy Children (PSHC) program, implemented in February 2005, continues to provide comprehensive, community-based services. PSHC is a collaborative effort of the Health Department and HSA to provide assessment, treatment, and intervention services for children up to five years old and their parents/caregivers who have open or voluntary cases with Child Welfare. PSHC has proven a very successful collaborative partnership in serving these children who are at 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 child welfare workers and the Juvenile Court. During FY 2006-07, approximately 156 children and their families were referred to PSHC by HSA Child Welfare Services. There is continuous, ongoing collaboration of the staffs in the Health Department and 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 continues to provide an array of services to children ages 6-17 who are open or voluntary cases with Child Welfare and their families. In FY 2006-07, 241 clients were referred for these services. This Collaborative includes two contractors, Edgewood Center for Children and Families and Youth and Family Enrichment Services.

AB 3632 mental health services mandated to special education youth continue to be provided per a child's Individual Education Plan. The state Departments of Mental Health and Education are providing a Memorandum of Understanding (MOU) template that is to be signed by each County and County Office of Education in order to ensure continued availability of federal special education funding as well as State General Funding for this program. A Central Assessment Team (CAT) conducts all AB 3632 assessments, with the goals of ensuring adherence to timelines, provision of consistent assessments, and facilitating timely access to services to both consumers and education staff. Since implementation of the CAT in September 2004, approximately 285 referrals have been received annually.

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 (FSP) services provide intensive community-based case management services to 80 unserved or underserved youth (ages 5-16) and transition-age youth (TAY) (ages 16-25). These services are being provided through a contract with Edgewood Center for Children and Families and use a wraparound and recovery model. A new supported housing service provides supported housing units to 20 TAY who are receiving services from the FSP. In addition, a supported education component will be available for all TAY in the FSP. A TAY drop-in center opened in San Bruno in May 2007 to provide an array of services for young adults. The FSP has 80 enrollees, which is full capacity for these services.

Ongoing collaboration with Juvenile Probation has enabled services to be transitioned to the Youth Services Center. An array of comprehensive mental health services continues to be provided to youth who are involved or at risk of involvement with the juvenile justice system. Staff provide intensive mental health services to youth at the Margaret J. Kemp Girls Camp. The Girls Camp is a 30-bed facility specifically designed for adolescent females who are wards of the Juvenile Court.

The following are major accomplishments in the current year:

- Continued partnership with HSA to provide clinical supervision for 16 Psychiatric Social Workers at Family Resource Centers throughout the county
- Continued implementation of Functional Family Therapy (FFT), an evidence-based practice targeting high-risk youth identified through Juvenile Probation
- Trained a second select group of clinicians in Mental Health Youth Services and contract providers to implement Teaching Pro-Social Skills (TSP), formerly referred to as Anger Replacement Therapy (ART)
- Fully implemented Youth and Transition-Age Youth Full Service Partnership to serve a full capacity of 80 clients and their families
- Transitioned from Hillcrest Juvenile Hall to the Youth Services Center and continued provision of comprehensive services
- Initiated a School-Based Initiative in partnership with a contract provider to implement mental health services in two middle schools in the north county

- Established a TAY Drop in Center for transition-aged youth in San Bruno through an augmented partnership with an FSP services contractor
- Established a youth-focused group of change agents to collaborate in co-occurring services initiative
- Expanded Primary Care Interface consultation services countywide to pediatricians in County primary care clinics

### Story Behind Baseline Performance

Headline Measure 1 monitors progress toward the important goal of decreasing the number of youth in out-of-home placements at the group home level and maintaining these youth in the community with their parents and caregivers. Program staff continues to provide intensive, community-based services as an alternative to residential placement through programs such as the FSP with referrals made by Juvenile Probation, Child Welfare, Mental Health Youth Services, and other providers. These collaborative programs, in addition to providing an array of community-based, family-centered services, contribute to the ongoing reduction in out-of-home placements at the group home level. Many of the new programs and expansion of existing programs have the goal of maintaining youth in the community and preventing incarceration at Youth Services Center 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 is used to collect data twice yearly for two two-week periods. This collection method yields point-in-time data but does not provide long-term data representing client satisfaction. The two-year customer satisfaction target has been set at the countywide standard of 90% for both parents and youth.

In FY 2006-07, Mental Health Youth Services participated in an FFT development initiative, part of a program redesign to increase the effectiveness of services provided to Juvenile Probation through the application of evidence-based practices. These services have been used effectively with diverse client populations and families, and have reduced recidivism within the Juvenile Justice System. In FY 2007-08 implementation of TPS, a second evidence-based practice, began in two of the Division's regional outpatient clinics, two of the Therapeutic Day School (adolescent day treatment) sites, and at two schools receiving services from Family Resource Center staff.

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

- To implement budget reductions to address decreases in the State Maximum Allowable rates for Medi-Cal funded services
- To implement new and expanded services through resources provided by the MHSA to improve the Youth and Youth to Adult Systems of Care, especially the FSP for highest risk youth and TAY
- To implement more effective outreach strategies to unserved ethnic/linguistic populations and to engage and retain these clients in new MHSA-funded services



- To provide AB 3632 services within funding and contractual agreements, contingent upon state and local budget and service mandates
- To continue implementing PSHC and the Child Abuse Collaborative, with the goal of preventing child abuse in children ages up to 18 years of age
- To implement Youth Development Initiative strategies that build resilience in young people, families, and communities served
- To expand school-based services to two additional middle schools in the County

### Program Objectives

The Mental Health Youth Services program will meet performance targets by doing the following:

#### Maintain Out-Of-Home Placements at 105 or Less

- Shorten the length of stay in group home placements through placement of Seriously Emotionally Disturbed (SED) youth at Canyon Oaks
- Fully implement FSP programs as an alternative to placement or shortened 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, thereby increasing parent understanding of available services
- Sustain access to services through restructuring geographic access and language capabilities
- Increase youth and family involvement in planning and service delivery at all levels of care

#### 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 partnership with the Children's Health Initiative (CHI) program to conduct further outreach in the community

#### Maximize Efficiency and Cost Effectiveness of Services

- Evaluate the efficiency and cost effectiveness of FFT 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of clients served:					
- Intensive	993	1,125	1,138	1,100	1,100
- Outpatient	2,024	2,302	2,220	2,350	2,250
Number of new clients served: <sup>(1)</sup>	1,276	1,371	1,419	650	650
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of survey respondents who agree or strongly agree that they are satisfied with services received:					
- Parents	96%	90%	69%	90%	90%
- Youth	85%	88%	89%	90%	90%
Percent of survey respondents who agree or strongly agree that the client is better at handling daily life:					
- Parents	78%	82%	73%	75%	75%
- Youth	65%	76%	90%	75%	75%
Implementation of nationally recognized clinical Evidence-Based Practices	1	1	1	1	1
<b>Is Anyone Better Off? (Outcome / Effort)</b>					
Average monthly census of out-of-home placements at the group home level Countywide by Mental Health, Probation, and Human Services Agency	123	110	84	105	105
Average monthly census of out-of-home placements at the group home level by Mental Health Youth Services	9	10	9	10	10
Percentage of transition-age youth FSP clients who receive a GED or high school diploma <sup>(2)</sup>	---	---	63%	---	---

<sup>(1)</sup> Expansion of services is expected to decrease in FY 2008-09.

<sup>(2)</sup> New performance measure for FY 2007-08; targets will be set in FY 2009-10.

## Mental Health Youth Services (6130P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	168.0	169.0	169.0	169.0		169.0
Funded FTE	156.5	161.9	161.9	159.1	(2.8)	159.1
 Total Requirements	21,673,488	25,039,602	25,817,161	29,157,850	3,340,689	29,559,824
Total Sources	14,931,353	15,780,629	20,785,939	24,180,871	3,394,932	24,180,871
Net County Cost	6,742,135	9,258,973	5,031,222	4,976,979	(54,243)	5,378,953
 NCC Breakdown						
State EPSDT Match			145,000	145,000		145,000
COLAs for Providers			75,053		(75,053)	401,974
Non-Mandated Services			4,811,169	4,831,979	20,810	4,831,979

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,976,979 or 17.1%, of which \$4,831,979 is discretionary. This discretionary amount includes portions of Mental Health/Probation services at Hillcrest, the Pre-To-Three program, Daly City Youth Health Center, the Edgewood Child Abuse Program, and annual contributions to the Out-Of-Home Placement fund collaboration.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets; negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increases in contract expenses primarily related to Mental Health Services Act (MHSA) Full Service Partnerships; increase in MHSA funding; increase in lease charges; and increase in intrafund transfers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,211,334	3,429,096	(272,005)	0	(54,243)	0

#### 2. MHSA – Workforce Education and Training (WET) Youth Component

Appropriations have been made to support community mental health services focusing on the children and youth client population. The cost increase is fully funded by the MHSA WET allocation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
183,598	183,598	0	0	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,394,932	3,612,694	(272,005)	0	(54,243)	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and reductions in extra help and overtime costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	401,974	0	0	401,974	0

## Mental Health Adult Services (6140P)

### Program Locator

County

Health

Health Department

Behavioral Health and Recovery Services

Behavioral Health and Recovery Administration

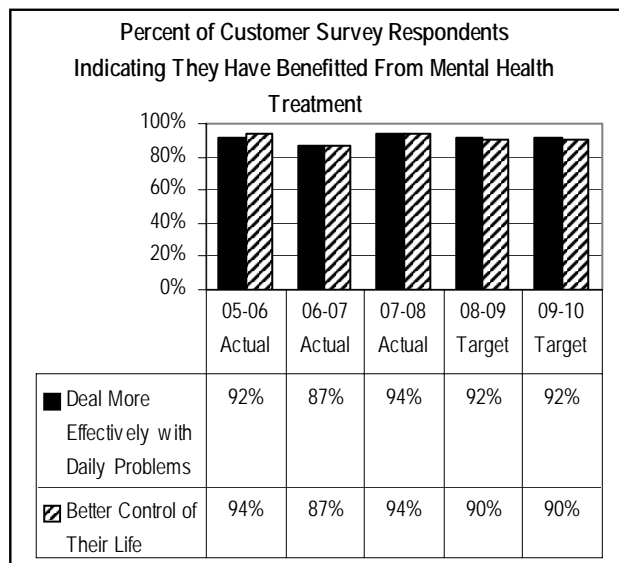
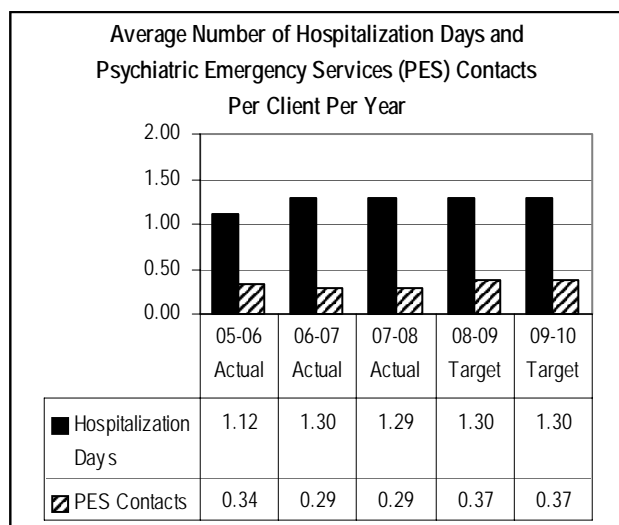
Mental Health Youth Services

**Mental Health Adult Services**

Alcohol and Other Drug Services

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.

### 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



The Adult Mental Health Services program was awarded the San Mateo County STARS Award for the Open Access East Palo Alto project.

### Services and Accomplishments

Mental Health Adult Services, including adult and older adult services, contribute 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:

- Continued to plan and initiate development of an older adult system of care
- Implemented, along with collaborative partners, the Adult Full Service Partnership programs to serve 110 clients and provide 90 units of housing
- In collaboration with the Sheriff's Office, District Attorney, and Probation, continued to implement a Mentally Ill Offender Crime Reduction (MIOCR) grant to provide enhanced Probation/Mental Health alcohol and drug services to 35 women with extensive criminal justice, mental health, and drug and alcohol histories; this program used an evidence-based practice model for trauma treatment called "Seeking Safety"
- Continued to implement "Pathways"—a collaborative partnership between Courts, Probation, District Attorney, Private Defenders Office, Sheriff's Office, Correctional Health, and Behavioral Health and Recovery Services (BHRS)—that provides an alternate path through the criminal justice system for clients with serious mental illnesses

- Continued to implement wellness and recovery enhancements including a systemwide "Paving the Way" initiative to integrate mental health consumers into the workforce by hiring six mental health consumers into full- and part-time civil services positions, and through the provision of training, consultation, and support systems for these new employees

### Story Behind Baseline Performance

Psychiatric inpatient hospitalization 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 are available for community-based services that promote client self-sufficiency, wellness, and recovery. The goal is that neither psychiatric inpatient days nor PES utilization will increase by a statistically significant amount during future measurement periods. Performance against this goal is shown in Headline Measure 1. This measure tracks the average usage of inpatient days and PES visits by clients in the system, expressed in "hospitalization rate" and "PES rate" per client. In tandem, these measures provide a view of system effectiveness at the client level. Mental Health Adult Services, in cooperation with San Mateo Medical Center (SMMC) 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 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: (1) ongoing monitoring of the State-mandated Mental Health Statistics Improvement Program (MHSIP); and (2) direct feedback from consumer and family member focus groups. Customer satisfaction regarding access to mental health services and to the services provided, as indicated by the point-in-time MHSIP responses included in the Performance Measures Summary Table, is 94% for both measures. In addition, MHSIP focuses on the beneficial impact mental health treatment is having on customers by asking survey respondents if they agree with two outcome statements describing the results of the services they received: "I deal more effectively with daily problems" and "I am better able to control my life." As seen in Headline Measure 2, positive responses are currently 95% for both measures. 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 will be used by a task force to guide recommendations toward improving

the overall satisfaction and implementation of wellness and recovery-based services. Responses will also be used as a source document for Mental Health Services Act (MHSA) planning efforts.

Two efforts continue 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 Adult Services 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 has brought about a Mental Health/Criminal Justice "pathway" to ensure that, when appropriate, people receive mental health services and placement rather than being incarcerated, as well as an enhanced treatment program for women funded through the MIOCR grant.

Major efforts have taken place to implement MHSA-funded services. This has included the development and implementation of significant new services. One is a nationally recognized Evidence-Based Practice (EBP) 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 intensive case management services. Another EBP is a co-occurring practice model and the use of a trauma treatment model called "Seeking Safety."

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

- To implement budget reductions, if necessary, to address decreases in the State Maximum Allowable rates for Medi-Cal funded services
- To continue implementing new and expanded services through MHSA resources to improve the Adult Systems of Care
- To continue implementing more effective outreach strategies to unserved ethnic/linguistic populations and to engage and retain these clients in new MHSA-funded services, including "open access" process at the East Palo Alto Mental Health Clinic
- To continue maintaining and improving outpatient service systems
- To provide services to consumers in the least restrictive treatment levels by using intensive case management services
- To continue developing an inclusive and culturally-competent, consumer-run, community-based organization to provide peer support services
- To continue to implementing EBP
- To ensure adequate capacity to provide mental health services to Health Plan of San Mateo CareAdvantage Program clients
- To expand senior peer counseling services for older adult clients
- To continue implementing strategies that facilitate timely access to treatment in various targeted areas of the County

## Program Objectives

Adult Mental Health Services will meet performance targets by doing the following:

Maintain an Average Acute Hospitalization Rate of 1.30 Days per Year per Client and an Average PES Rate of .37 Days per Year per Client

- Continue to conduct a retrospective review of 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 SMMC and Health Department partners to create alternative levels of care and to decrease patient days that do not meet criteria for acute hospital payments (Administrative Days)

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Continue to use MHSIP data to improve the 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, an EBP for working with clients with serious mental illnesses
- Extend use of a standardized assessment instrument by contract service providers as a tool for assessing appropriate levels and intensity of care
- Develop and implement a utilization management structure that assures mental health services provided are appropriate for consumers' level of clinical need

Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of clients served:					
- Intensive level of service	2,409	2,221	2,249	2,576	2,596
- Outpatient level of service	7,497	7,789	8,174	8,220	7,980
- IMD (subacute) placements	163	166	183	164	164
Number of new clients served	2,613	2,722	2,332	2,800	2,500
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating services good or better	94%	92%	93%	90%	90%
Percent of customer survey respondents rating access to mental health services good or better	87%	93%	94%	85%	85%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Hospitalization rate—average number of days hospitalized per client	1.12	1.30	1.29	1.30	1.30
Psychiatric Emergency Services (PES) rate—average number of face-to-face contacts per client	0.34	0.29	0.29	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	92%	87%	94%	92%	92%
- Better able to control their life	94%	87%	94%	90%	90%
Implementation of nationally recognized clinical Evidence-Based Practices	1	1	1	1	1
Number of clients with five or more inpatient stays	8	8	10	9	9



## Mental Health Adult Services (6140P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	152.0	160.0	160.0	160.0		160.0
Funded FTE	135.6	147.0	147.0	147.0	0.0	147.0
 Total Requirements	59,716,443	64,754,849	63,355,076	65,817,110	2,462,034	66,252,972
Total Sources	50,685,899	49,587,485	55,859,043	59,047,707	3,188,664	59,047,707
Net County Cost	9,030,543	15,167,364	7,496,033	6,769,403	(726,630)	7,205,265
 NCC Breakdown						
Federal Grants Match			43,968	43,968		42,950
Realignment MOE			1,477,507	1,477,507		1,477,507
Proposition 172 MOE			1,289,835	1,289,835		1,289,835
SB855 Payments (DSH)			2,810,383	2,982,402	172,019	2,982,402
COLAs for Providers			217,114		(217,114)	206,853
Non-Mandated Services			1,657,226	975,691	(681,535)	1,205,718

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,769,403 or 10.3%, of which \$975,691 is discretionary. This discretionary amount includes indigent and nontarget population psychiatric care at SMMC, geriatric client care placements at the Institute for Mental Health Disease (IMD), and IMD resident pharmacy costs not claimable to Medi-Cal.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increases in contract expenses primarily related to the Mental Health Services Act (MHSA) Full Service Partnerships; increase in MHSA funding; increase in lease charges; and reduction in intrafund transfers

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,188,664	2,434,320	27,714	0	(726,630)	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and reductions in extra help and overtime costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	435,862	0	0	435,862	0

## Alcohol and Other Drug Services (6170P)

### Program Locator

County

Health

Health Department

Behavioral Health and Recovery Services

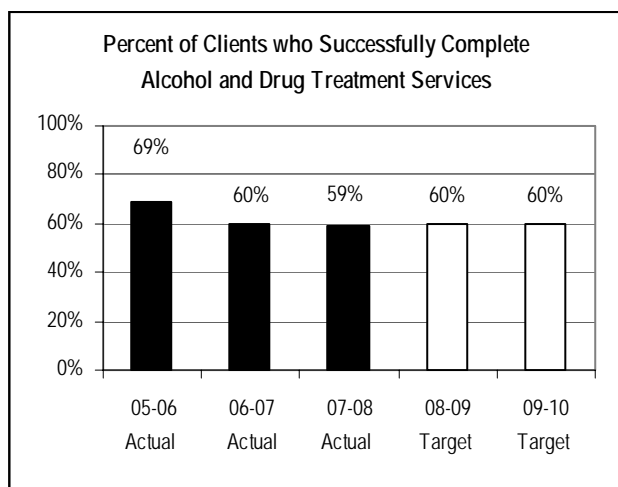
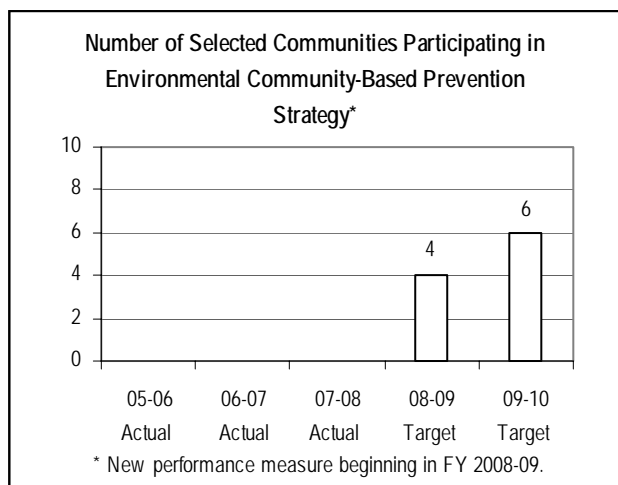
Behavioral Health and Recovery Administration

Mental Health Youth Services

Mental Health Adult Services


**Alcohol and Other Drug Services**

### Headline Measures



### Program Outcome Statement

Alcohol and Other Drug Services (AOD) provides prevention and treatment services to families with young children, adults in the criminal justice system returning to the community, youth, and homeless families and individuals. The goals of these services are to enable clients to attain sobriety and recovery, stability in housing and

with finances, and to be engaged in pro-social community relationships.

### Services and Accomplishments

AOD contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by supporting community-based alcohol and other drug services prevention and treatment services to reduce the impact of substance use and abuse.

The following are major accomplishments in the current year:

- Implemented the Offender Treatment Program to provide more intensive substance abuse treatment services for probation violators of Proposition 36
- Began implementation of the AOD Strategic Plan, *Strategic Directions 2010: Challenges and Choices*
- Reallocated prevention and treatment resources to support priority populations
- Restructured provider contracts to align with the identified priority populations
- Implemented quality improvement processes with all treatment providers and for the overall AOD system
- Continued collaboration across Behavioral Health and Recovery Services (BHRS) programs to implement the Comprehensive Continuous Integrated Systems of Care best practice model to transform the system of care for clients with co-occurring disorders

### Story Behind Performance

After *Strategic Directions 2010* was adopted by the Board of Supervisors in November 2006, several service redesign efforts were initiated. Prevention strategies shifted to supporting community-based partnerships that focus on environmental and policy strategies. Each partnership, comprised of key stakeholder groups is responsible for aligning with other related efforts and for working on long-term sustainability.

For FY 2008-09, funding for Proposition 36 is expected to be reduced by \$25 million statewide; AOD projects its share of the revenue reduction will be approximately \$662,000.

For the first time in many years, all treatment services were included in a Request for Proposals (RFP) process. As specified in the strategic plan, services were prioritized according to the four specific priority populations. An increased emphasis on identifying and integrating evidence-based practices and incorporating a quality improvement framework was incorporated. Emanating from the strategic plan and initiated as part of a full system redesign, treatment services have begun the shift from an "acute care" model in which clients receive services for a prescribed discrete treatment period, to a "continuing care and support" model, which requires longer-term recovery management and support based upon client need. This change reflects the latest research that identifies addiction as a chronic relapsing disease.

The performance measure for the number of clients entering treatment represents an estimate of the decrease in number of clients projected to receive treatment services in FY 2008-09. The high number of clients receiving these services in the prior year is considered an anomaly. This expected decrease is due to anticipated increases in provider costs while the level of funding will be unchanged. In addition, an emphasis on improving the quality of care for priority populations is expected to result in improved client retention.

The changes to both prevention and treatment are intended to improve the quality of services and the outcomes related to individual, family, and community health and well-being.

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

- To implement budget reductions that address decreases in State funding
  - To strengthen community prevention partnerships
  - To align and integrate environmental prevention strategies in BHRS and other Health Department divisions
  - To improve access to services and supports
  - To measure client outcomes and system performance
  - To expand provider capability to work with individuals with co-occurring disorders
  - To meet the treatment needs of people re-entering the community from jail or prison
  - To develop a viable workforce development plan
  - To modify Prop 36 services to meet service demands and funding constraints
- Link partnerships to other prevention initiatives such as the Mental Health Services Act (MHSA)
  - Implement a Continuing Care and Recovery Pilot Project
  - Establish contracted continuing care and recovery services program for up to eight clients

**Program Objectives**

Alcohol and Other Drug Services will meet performance targets by doing the following:

Achieve a Rate of 60% or Better for Clients Successfully Completing Alcohol and Drug Treatment Services

- Implement a formal quality improvement process for each provider and the system at-large
- Develop access protocols for each priority population

Implement the Relapse Prevention Policy by 75% of Treatment Providers

- Provide on-site technical assistance
- Monitor for compliance and quality improvement

Implement the Narcotic Replacement Therapy Policy by 75% of Treatment Providers

- Provide on-site technical assistance
- Monitor for compliance and quality improvement

Implement a Continuing Care and Recovery Pilot Project

- Establish contracted continuing care and recovery services program for up to eight clients

Initiate the Implementation Phase of Community Prevention Partnerships

- Establish a "learning" collaborative among partnerships

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of clients entering treatment (all modalities except methadone services):					
- Number of times clients enter treatment	4,075	4,415	4,848	3,500	3,500
- Unduplicated individuals served	2,955	3,505	3,521	2,750	2,750
<b>How Well We Do It (Quality / Efficiency)</b>					
Number of selected communities participating in environmental community-based prevention strategy <sup>(1)</sup>	---	---	---	4	6
Number of clients receiving continuous care and support services <sup>(1)</sup>	---	---	---	8	8
Percent of clients referred to a treatment program who are subsequently admitted	82%	86%	80%	82%	82%
Percent of clients retained in treatment at least 30 days from admission	74%	71%	76%	75%	77%
<b>Is Anyone Better Off? (Outcome / Effort)</b>					
Percent of clients who successfully complete alcohol and drug treatment services	69%	60%	59%	60%	60%

<sup>(1)</sup> New performance measure beginning in FY 2008-09.

### Alcohol and Other Drug Services (6170P) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	26.0	32.0	32.0	32.0		32.0
Funded FTE	24.3	30.5	30.5	30.1	(0.3)	30.1
<b>Total Requirements</b>	15,597,465	16,966,752	18,049,737	17,645,130	(404,607)	17,738,094
<b>Total Sources</b>	12,987,924	12,887,451	14,157,795	12,264,330	(1,893,465)	12,264,330
<b>Net County Cost</b>	2,609,541	4,079,301	3,891,942	5,380,800	1,488,858	5,473,764
<b>NCC Breakdown</b>						
Federal Grants Match			30,105	30,105		30,105
State Grants Match			250,774	250,774		250,774
COLAs for Providers			309,540	318,826	9,286	92,964
Non-Mandated Services			3,301,523	4,781,095	1,479,572	5,099,921

## Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,380,800 or 30.5%, of which \$5,099,921 is discretionary. This discretionary amount represents implementation of the AOD Strategic Plan initiative; patient services including primary prevention, residential and non-residential treatment, and ancillary support services; and Cost-of-Living Adjustments (COLAs) for service providers.

## FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; reductions in contract expenses; adjustments to revenues from State Aid and Federal Grants; and reduction in Intrafund Transfers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(218,999)	1,082,468	187,391	0	1,488,858	0

### 2. Substance Abuse and Crime Prevention Act (SACPA)

Budget adjustments have been made to reflect reductions in SACPA program funding: (1) reduction of treatment services by \$382,767; (2) reduction of Probation staff costs of \$154,736; and (3) reduction of AOD staff cost reimbursement by \$125,110.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(662,613)	(662,613)	0	0	0	0

### 3. Center for Substance Abuse Treatment (CSAT) Grants

Budget adjustments have been made to reflect the ending of three CSAT grants: (1) Family Oasis reductions of \$375,133; (2) Coastside Project reductions of \$348,849; and (3) Juvenile Drug Court: Girls reductions of \$287,871.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,011,853)	(1,011,853)	0	0	0	0

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,893,465)	(591,998)	187,391	0	1,488,858	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	92,964	0	0	92,964	0

Public Health Services (6200B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	565,402	492,457	615,122	644,342	29,220	644,342
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	15,318,537	15,359,392	15,373,475	13,999,820	(1,373,655)	13,999,820
Charges for Services	1,534,882	1,975,220	2,034,365	2,250,863	216,498	2,290,863
Interfund Revenue	496,909	579,471	553,700	455,390	(98,310)	480,390
Miscellaneous Revenue	986,010	1,016,648	677,444	388,269	(289,175)	388,269
<b>Total Revenue</b>	<b>18,901,741</b>	<b>19,423,188</b>	<b>19,329,106</b>	<b>17,813,684</b>	<b>(1,515,422)</b>	<b>17,878,684</b>
Fund Balance	4,189,262	2,670,413	2,670,413	2,648,501	(21,912)	2,648,501
<b>TOTAL SOURCES</b>	<b>23,091,003</b>	<b>22,093,601</b>	<b>21,999,519</b>	<b>20,462,185</b>	<b>(1,537,334)</b>	<b>20,527,185</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,871,136	13,392,555	13,694,897	14,253,705	558,808	14,523,948
Services and Supplies	9,998,658	9,178,920	9,174,927	9,020,114	(154,813)	9,020,114
Other Charges	3,086,121	3,016,274	4,276,039	3,650,342	(625,697)	3,596,366
Fixed Assets	768,541	68,198				
Other Financing Uses	20,437	178,877	200,000		(200,000)	
<b>Gross Appropriations</b>	<b>25,744,893</b>	<b>25,834,824</b>	<b>27,345,863</b>	<b>26,924,161</b>	<b>(421,702)</b>	<b>27,140,428</b>
Intrafund Transfers	(1,060,190)	(1,562,340)	(1,507,622)	(2,537,291)	(1,029,669)	(2,588,367)
<b>Net Appropriations</b>	<b>24,684,703</b>	<b>24,272,483</b>	<b>25,838,241</b>	<b>24,386,870</b>	<b>(1,451,371)</b>	<b>24,552,061</b>
Contingencies/Dept Reserves	1,023,356	1,252,510	1,252,510	1,433,757	181,247	1,433,757
<b>TOTAL REQUIREMENTS</b>	<b>25,708,059</b>	<b>25,524,993</b>	<b>27,090,751</b>	<b>25,820,627</b>	<b>(1,270,124)</b>	<b>25,985,818</b>
<b>NET COUNTY COST</b>	<b>2,617,056</b>	<b>3,431,393</b>	<b>5,091,232</b>	<b>5,358,442</b>	<b>267,210</b>	<b>5,458,633</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	120.0	122.0	122.0	121.0	(1.0)	121.0
Funded FTE	116.2	120.7	120.7	118.3	(2.4)	118.3

## Chronic Disease and Injury Prevention (6210P)

### Program Locator

County

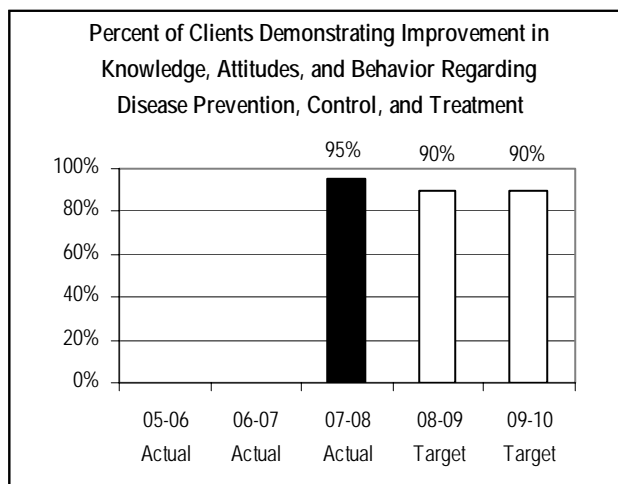
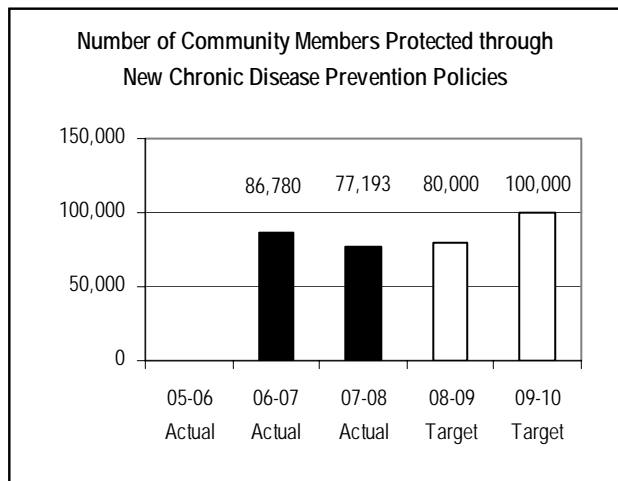
Health

Health Department

Public Health and Environmental Protection

► **Chronic Disease and Injury Prevention**  
Disease Control and Prevention

### Headline Measures



### Program Outcome Statement

Chronic Disease and Injury Prevention conducts community health promotion efforts to prevent chronic disease and injuries in an effort to protect the health and well-being of San Mateo County residents.

### Services and Accomplishments

Chronic Disease and Injury Prevention (CDIP) contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing residents with access to preventive health education and helping vulnerable populations achieve a better quality of life within the community. CDIP focuses on communities that are affected by, or vulnerable to, chronic conditions and injuries. Programs include Tobacco Prevention Program (TPP), Community Liaisons Project, Medication Management, and Injury Prevention.

The Community Liaisons Project convenes Health Department representatives who serve as partners to a regional community collaborative in keeping the Department up to date on community priority issues, coordinating Department information to community partners, and sharing community resources.

During FY 2007-08, a comprehensive strategic plan was developed that included strategies for addressing the primary, secondary, and tertiary prevention of chronic conditions as well as the role to be played by the Community Liaisons Project in engaging community members in program planning, implementation, and evaluation.

The following are the major accomplishments in the current year:

- Completed TPP community assessment process as part of the development of its FY2007-2010 scope of work for California Department of Public Health Tobacco Control Section
- Developed and disseminated a report on the learnings and recommendations from the Community Liaisons Project
- Through advocacy from members of the Tobacco Education Coalition, assisted with implementation of a smoke-free, multi-unit housing policy in the City of Belmont that has received international attention and generated interest from other jurisdictions considering similar policies
- Assisted the City of Pacifica in its consideration for implementing a Tobacco Retailer Permit policy
- Actively participated in a regional effort to develop and implement an internal assessment tool for use by health departments in addressing health disparities
- Completed a position paper on chronic diseases in San Mateo County
- Coordinated activities for Public Health Week 2008 in collaboration with RecycleWorks, Parks Department, County Manager's Office, and Environmental Health
- Completed a transition of the Tobacco Cessation Program to a community-based organization, Breathe California
- Developed and released a Request for Proposal (RFP) which resulted in ten community contracts for the TPP
- Supported community capacity building opportunities through provision of workshops on grant writing, evaluation, and enforcement of tobacco control policies

## Story Behind Performance

The work of the TPP, in concert with other tobacco control efforts in California, has contributed to the decrease in mortality rates due to heart disease, cancer, and lung disease. Tobacco use accounts for about 20% of all deaths in San Mateo County and is the most preventable cause of death and disease in the County. The TPP works with the Tobacco Education Coalition to minimize the impact of tobacco use through the development, support, and implementation of policies that protect community members from the hazards of tobacco. The major focus of the TPP's work will continue to be efforts toward limiting youth access to tobacco, establishing smoke-free events and venues, reducing youth exposure to pro-tobacco messages in film, and building community capacity to conduct tobacco prevention efforts. Within TPP, the Smoke-Free Start for Families (SFSF) program, previously funded by the First 5 Commission, serves pregnant women, families with young children, and all other adults who wish to quit their use of tobacco. This program is the only free tobacco cessation program for adults in San Mateo County and provides nicotine replacement therapy to program participants. SFSF has been extremely successful, achieving a 30-35% quit rate, whereas national tobacco cessation averages range from 10-15%. In order to maximize staff and other resources, SFSF staff began working with Breathe California to sustain free tobacco cessation services in the County after funding from the First 5 Commission ended December 2007.

CDIP developed program plans to engage school settings, employer groups, and community partners in promoting tobacco prevention, nutrition, and physical activity. As CDIP completed its strategic plan, performance measures were revised to focus on policy change and changes in knowledge, attitudes and behaviors (KAB). A new measure shown in Headline Measure 1 indicates the success of CDIP programs and policies in reducing tobacco usage and improving nutrition and physical activity outcomes for the community, including: (1) implementing community norm change through the TPP leading to significant decreases in deaths due to heart disease, cancer, and other tobacco related diseases; (2) reduction of intentional and unintentional injury rates; (3) decrease in avoidable hospitalizations due to chronic diseases; and (4) elimination of the disparities in late stage cancer diagnoses.

Headline Measure 2 reflects the impact of six surveys that measure how participants view the effects of CDIP services upon their lives towards preventing chronic diseases and engaging in healthy behaviors. As shown in the graph, 90% of clients reported that their KAB has changed or will change as a result of services received.

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

- To implement a comprehensive CDIP program within resource limitations
- To integrate injury and violence prevention into CDIP and other health promotional efforts within the Health Department
- To develop meaningful and achievable community health outcome measures, incorporating input from multi-sectoral partners, for both the short and long term

- To sustain community partner interest and commitment in addressing underlying factors influencing the risk of chronic disease

## Program Objectives

Chronic Disease and Injury Prevention will meet performance targets by doing the following:

### Implement a Comprehensive Strategic Plan to Prevent Chronic Diseases and Intentional/Unintentional Injuries

- Present strategic plan to Community Liaisons Project participants and other community partners
- Convene key stakeholders within the community to discuss priority issues and strategies

### Achieve a 90% Rate of Clients Demonstrating Improvement in Knowledge, Attitudes, and Behavior (KAB) Regarding CDIP Programs

- Review the Public Health KAB survey instrument to assess it's appropriateness for CDIP
- Develop new survey instruments as needed
- Distribute surveys to appropriate client/contact populations
- Analyze survey results by program to determine need for improvements or adjustments

### Achieve an Overall Customer Satisfaction Rating of at least 90%

- Distribute the CARES survey to all clients contacted by CDIP staff
- Analyze survey results by program to determine need for improvements or adjustments
- Conduct staff development activities to ensure effectiveness in program delivery

### Achieve Three-Year Outcomes Developed by the Community for the Tobacco Prevention Program

- Implement tobacco retailer permit policies in at least two communities in San Mateo County
- Implement tobacco control policies designating partial or complete smoke-free zones in at least three community venues/events in San Mateo County



## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of new tobacco prevention or chronic disease prevention related policies that have been implemented	---	4	4	4	4
Number of educational presentations	---	---	193	90	90
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating services good or better	---	---	100%	90%	90%
Percent of customer survey respondents indicating they are better off because of the services they received	---	---	93%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of community members protected through new chronic disease prevention policies	---	86,780	77,193	80,000	100,000
Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control, and treatment	---	---	95%	90%	90%

Chronic Disease and Injury Prevention (6210P)  
Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	2.0	4.0	4.0	4.0		4.0
Funded FTE	2.0	4.0	4.0	4.0		4.0
<b>Total Requirements</b>	560,562	986,126	1,293,792	856,942	(436,850)	870,839
<b>Total Sources</b>	534,732	778,873	864,781	594,781	(270,000)	594,781
<b>Net County Cost</b>	25,830	207,252	429,011	262,161	(166,850)	276,058
<b>NCC Breakdown</b>						
State Grants Match				20,000	20,000	20,000
Non-Mandated Services			429,011	242,161	(186,850)	256,058

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$262,161 or 34.9%, of which \$242,161 is discretionary. This discretionary amount includes tobacco prevention programs and promotional activities aimed at preventing chronic disease and injuries.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions in Tobacco Settlement funding and associated contract expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(270,000)	(431,717)	(5,133)	0	(166,850)	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	13,897	0	0	13,897	0

## Disease Control and Prevention (6220P)

### Program Locator

County

Health

Health Department

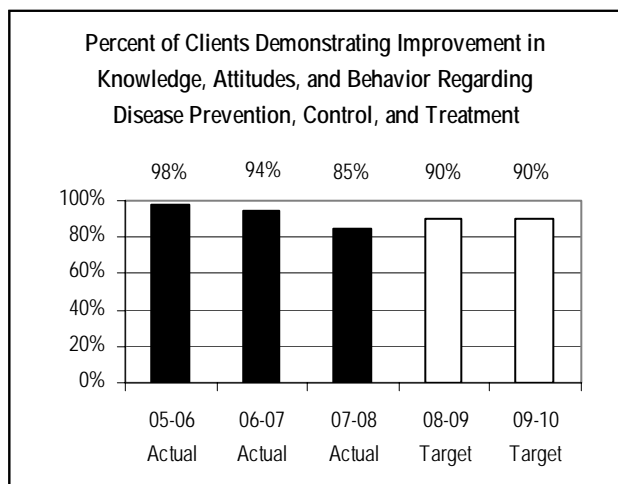
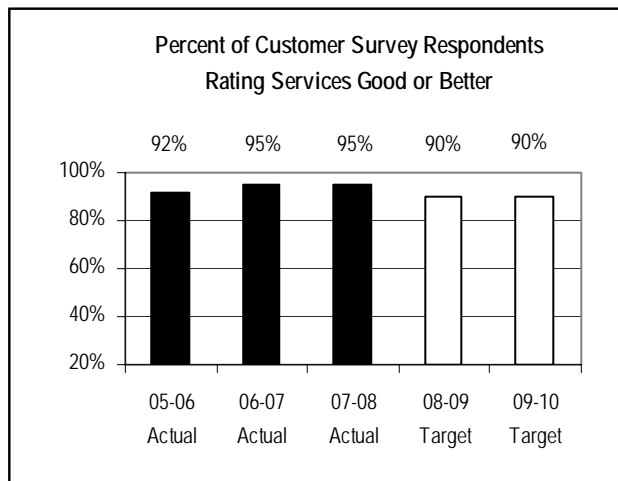
Public Health and Environmental Protection

Chronic Disease and Injury Prevention



**Disease Control and Prevention**

### Headline Measures



### Program Outcome Statement

Disease Control and Prevention investigates and analyzes communicable diseases and other health problems, using those results to work with community partners in developing policies and programs and to ensure that control, treatment, and prevention measures are taken in order to prevent disease and protect community health in the County.

### Services and Accomplishments

Disease Control and Prevention (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 manages programs that provide surveillance and multidisciplinary services to individuals and communities in San Mateo County, focusing on community groups and individuals affected by or vulnerable to communicable or chronic diseases or conditions. Programs include HIV/AIDS, Tuberculosis (TB), Communicable Diseases (CD), Epidemiology, Sexually Transmitted Disease (STD) Control, Mobile Clinic, Public Health Laboratory, Vital Statistics, HIV/ Infectious Disease Clinic, Disaster Preparedness, and Animal Control and Licensing.

The following are major accomplishments in the current year:

- Developed and implemented a Perinatal Hepatitis B Virus (HBV) program to prevent HBV transmission to newborn infants whose mothers have the virus
- Expanded partner counseling and referral services (PCRS) for persons living with HIV disease
- Expanded infectious disease (ID) medical services within the Edison Clinic
- Created and distributed STD and CD quarterly reports to San Mateo County providers, partners, and bay area collaborators
- Continued planning, training, and outreach preparedness efforts for all hazard emergencies, including Pandemic Influenza
- Expanded molecular testing in the Public Health Laboratory to include viral hepatitis
- Continued cross-training of AIDS Program staff to assist in large exposures/outbreaks in the CD Program
- Developed a policy and protocol manual for the TB Control Program
- Contracted animal licensing services to an outside vendor in an ongoing effort to decrease the number of unlicensed animals in the County and ensure that all pets receive annual rabies vaccinations
- Hosted State Health Officer to share Daily Situational Assessment Tool (DSAT)

### Story Behind Baseline 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 and other diseases. Prevention activities include one-on-one prevention, school-based interventions, and community-wide prevention and preparation efforts. Each program has a number of unique goals—many of which are mandated by state or federal law—that include performance measures focusing on prevention or treatment of diseases and promotion of healthy practices.

DCP programs will continue to enhance their disaster response capabilities through ongoing staff trainings and exercises.

Entering the fourth year following an FY 2005-06 reorganization involving increased medical management and oversight, the focus of the Laboratory and Mobile Clinic will continue to be on developing more efficient data collection systems.

An important indicator of service efficiency and quality shown in Headline Measure 1 is customer satisfaction, which was rated at 95% in the most recent survey. In addition, 97% of surveyed 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, 94% or more of clients reported that their knowledge, attitude, and behavior (KAB) has changed or will change as a result of DCP services received.

#### **Major challenges over the next two years:**

- To prepare, plan, and train for potential communicable disease outbreaks such as Pandemic Influenza, seasonal influenza, Norovirus, and Pertussis
- To respond to communicable disease outbreaks in the community
- To provide ongoing staff training for all hazard preparedness efforts and effective responses to newly identified pathogens
- To ensure the reorganization effort continues to result in programs that perform as designed, reach stated goals, and meet client needs
- To coordinate and facilitate adoption of a public health approach in Health Department functions aimed at promoting healthy populations

#### **Program Objectives**

Disease Control and Prevention will meet performance targets by doing the following:

##### Maintain a 90% Rate of Clients Demonstrating Improvement in KAB Regarding DCP Programs

- Continue refining KAB survey instrument
- Distribute the survey to appropriate client/contact populations for completion twice a year
- Analyze results by unit to determine the need for program changes or improvements

##### Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Distribute CARES surveys to clients contacted by DCP staff and analyze results by unit to determine need for program changes or improvement
- Continue to conduct staff development activities to ensure effectiveness of reorganization, including development of policies and procedures that are consistent across program lines, identification of staff development needs, and implementation of appropriate training programs

##### Continue Pandemic Influenza Planning and Preparation

- Continue to develop and refine Pandemic Influenza plans prepared by community partners—schools, vulnerable populations, businesses, and cities—and address gaps in the response process identified during the May 4, 2007 Pandemic Influenza exercise
- Develop agreements with the business community to identify priority deliveries of essential items such as foods, fuel, and pharmaceuticals
- Conduct additional exercises to sustain the preparedness of the community
- Continue to state the public message of how to stay healthy, care for individuals at home and during a Pandemic Influenza, and how to care for individuals who usually receive care at facilities
- Communicate often with the public on the Pandemic Influenza alert levels in the state and county

##### Improve Efficiency and Use of Services

- Review the overall infrastructure of the program to include data management (technical and analytical needs) as well as overall resource management
- Continue annual CQI Plans for all programs
- Analyze current data collection efforts and develop recommendations for improved data collection in the STD and TB Control programs, AIDS Program Care Services, and the Mobile Clinic programs
- Increase disaster training for all staff, customized to their level of need

Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of clients served by selected programs:					
- AIDS Program Clinical Services	576	540	553	550	550
- Mobile Clinic Clinical Services	3,534	4,103	4,776	3,600	3,600
- STD Control	2,951	1,954	2,159	1,800	1,800
- TB Control	1,100	1,085	588	800	800
- Vital Statistics (births and deaths)	10,079	9,864	9,888	10,000	10,000
Number of Laboratory Tests	54,423	59,823	47,858	60,000	60,000
Number of CD Outbreaks <sup>(1)</sup>	20	62	24	30	30
Number of first responders and citizens participating in Public Health bioterrorism, pandemic flu, and/or biological agents emergency preparedness exercises <sup>(2)</sup>	---	---	4,047	2,000	2,000
Number of animal licenses issued	15,149	16,118	27,221	29,950	32,950
Number of service contacts	334,951	273,121	273,575	283,000	283,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating services good or better	92%	95%	95%	90%	90%
Percent of customer survey respondents rating response time as good or better	90%	97%	94%	90%	90%
Percentage of Public Health Laboratory proficiency tests rated good/acceptable <sup>(2)</sup>	---	---	---	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of Public Health HIV patients receiving anti-retroviral drugs who have a nondetectable viral load	---	75%	63%	75%	75%
Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control, and treatment	98%	94%	85%	90%	90%

<sup>(1)</sup> Reflects an unusually high number of Norovirus outbreaks (40) during FY 2006-07.

<sup>(2)</sup> New performance measure beginning in FY 2008-09.

## Disease Control and Prevention (6220P)

### Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	118.0	118.0	118.0	117.0	(1.0)	117.0
Funded FTE	114.2	116.7	116.7	114.3	(2.4)	114.3
 Total Requirements	25,147,497	24,538,868	25,796,959	24,963,685	(833,274)	25,114,979
Total Sources	22,556,271	21,314,727	21,134,738	19,867,404	(1,267,334)	19,932,404
Net County Cost	2,591,226	3,224,140	4,662,221	5,096,281	434,060	5,182,575
 NCC Breakdown						
State Grants Match				95,167	95,167	95,167
Realignment MOE			1,492,929	1,492,929		1,492,929
Animal Control JPA			293,596	300,695	7,099	302,444
Mandated Services			429,654	682,021	252,367	615,596
Non-Mandated Services			2,446,042	2,525,469	79,427	2,676,439

#### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,096,281 or 21.6%, of which \$2,525,469 is discretionary. This discretionary amount includes the Mobile Clinic, Edison Clinic, and Perinatal Hepatitis B programs.

#### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; reductions in contract expenses; adjustments to AIDS services; deletion of one-time purchases and capital projects; and increased reimbursements (Intrafund Transfers) from other divisions of the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,448,581)	225,322	(1,239,846)	0	434,057	0

##### 2. Transfer of Accounting Positions

One Senior Accountant and one Accountant II have been transferred to Family Health Services (FHS) to properly align their assigned activities following establishment of FHS as a separate division in the FY 2007-08 budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(215,310)	215,310	0	0	(2)

**3. Additional Staff for Edison Clinic**

One Supervising Physician-E has been added at the Edison Clinic, offset by elimination of a contract for these services with an individual medical provider, to provide more consistent and direct supervision. There is no increase in Net County Cost resulting from this adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(236,997)	0	0	(236,997)	0
0	236,997	0	0	236,997	1

**4. Adjustments to Fund Balance**

Increased Fund Balance from the prior year has been set aside in Reserves for Health Department Information Technology Strategic Plan (ITSP) projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
181,247	0	0	181,247	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,267,334)	10,012	(1,024,536)	181,247	434,057	(1)

**FY 2009–10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions in extra help and overtime costs; increased reimbursements (Intrafund Transfers) within the division; and increases in Vital Statistics and Public Health Laboratory fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
65,000	202,370	(51,076)	0	86,294	0

## Family Health Services (6240B)

### Program Locator

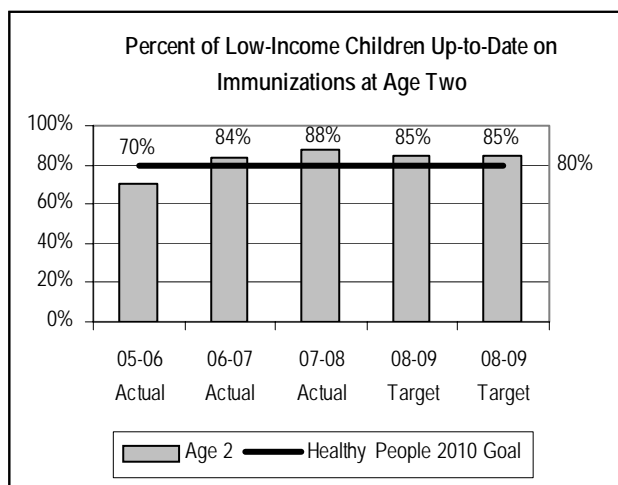
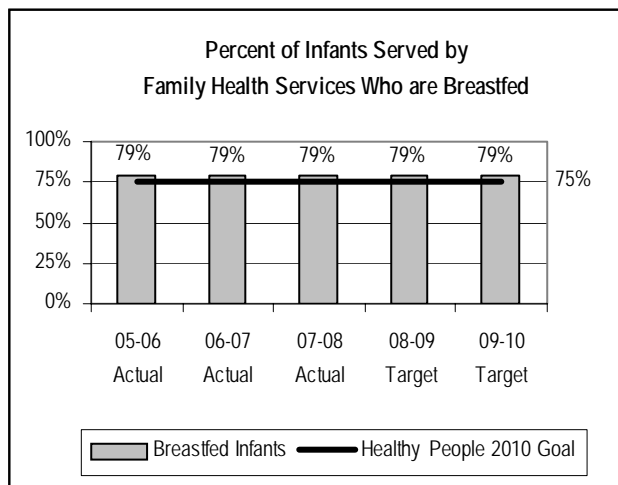
County

Health

Health Department

➤ **Family Health Services**

### Headline Measures



### Program Outcome Statement

Family Health Services (FHS) provides outreach, education, case management, disaster preparedness and response, prevention services, and treatment to help children and adults achieve health and well-being and build strong families and communities.

### Services and Accomplishments

FHS contributes to the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All through services to clients, providers, and the community at large. Program staff serve primarily low income families with children through home visiting, physical and

occupational therapy, health classes, parent support groups, telephone case management, nutrition clinics, and meals. Staff also provide consultation to healthcare providers, collaborate with community organizations, lead collaborative efforts to improve community health and participate in disaster preparedness efforts.

The following are major accomplishments in the current year:

- Obtained renewal of the WIC breastfeeding grant, provided services to underserved communities through peer breastfeeding counselors and produced the first WIC calendar 2008 to promote healthy lifestyles and strong families
- Conducted a 15<sup>th</sup> Anniversary celebration of the Black Infant Health program (BIH) in San Mateo County and represented BIH on a California Department of Public Health Work Group revising the statewide program model and guidelines
- Trained all FHS staff to improve service quality in several high priority areas such as youth development and developmental assets, client-focused and culturally competent care, and breastfeeding and nutrition
- Completed a protocol for youth transitioning from the California Children's Services (CCS) program to community providers
- Advanced work on PHN competencies, including implementing new policies that assure PHNs have refresher training in CPR and practice in vaccine administration
- Obtained a renewal grant from Bella Vista Foundation to incorporate Parental Stress Reduction techniques in parenting classes and Touch Points groups
- Provided leadership and staff support to Get Healthy San Mateo County Task Force and several of its committees
- Absorbed staffing of the Fatherhood Collaborative, which became an Advisory Committee to the Board of Supervisors
- Continued development as a separate division of the Health Department, including formalizing work planning, incorporating parent input, and mapping FHS work flows for data integration project
- Defined child abuse risk factors and pathways and identified a screening tool for assessing risk from neglect and abuse, supported by a grant from Lucile Packard Foundation

### Story Behind Baseline Performance

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 Women, Infants, and Children (WIC) program within FHS provides the data used for this performance measure. As seen in the graph, 79% of newborns seen by WIC are breastfed. The current performance level is projected to hold steady over the next two



years, continuing to exceed 75%, the 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—is 88%, based on data obtained from San Mateo Medical Center (SMMC) clinics. Surpassing the *Healthy People 2010* goal of 80% required significant effort by FHS staff and collaboration with the SMMC pediatric clinics. FHS staff help clients gain access to vaccination services, supply vaccines to providers, and directly provide vaccinations. Staff also provide leadership and administrative support to the public and private pediatric providers who participate in the Bay Area Regional Immunization Registry (BARR). After several years of trying, San Mateo County has experienced improvement in the timeliness of services, a reduction in duplicated efforts, and a major increase in the documented immunization rate.

Service efficiency and quality is indicated by a summary measure in the customer satisfaction survey. For the most recent survey conducted in FY 2007-08, 98% of the respondents rated overall satisfaction with Family Health Services as good or better.

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

- To advance toward the vision of “healthy families, healthy communities” during a difficult budget period through improvements in quality and efficiency
- To support clients and the community in following a healthy lifestyle including good nutrition, fitness, and appropriate use of primary care medical services
- To continue meeting the goals set by categorical programs in FHS while providing staff support for work on broad public health needs, including disaster preparedness
- To successfully recruit and retain highly qualified personnel, especially positions requiring second language ability
- To implement an integrated data system and improve ability of staff to use new technology

#### Program Objectives

Family Health Services will meet performance targets by doing the following:

##### Maintain an Infant Breastfeeding Rate over 75%

- Support staff refresher training on breastfeeding and nutrition topics
- Offer clients breastfeeding education and support
- Continue peer counselor support of breastfeeding, especially in underserved communities
- Provide leadership to the countywide Breastfeeding Committee
- Assist employers in overcoming barriers to compliance with the Lactation Accommodation Law

##### Maintain an Immunization Rate of 80% for Children at Age Two

- Support implementation of the Immunization Registry throughout the system of pediatric providers

- In collaboration with SMMC clinic staff, implement methods that complement the Immunization Registry and ensure that child immunizations are completed and appropriately documented
- 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
- Improve linguistic access to services provided by FHS
- Launch an integrated electronic data system for FHS and ensure that staff are comfortable with the technology and competent in its use

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of customers served:					
- Field Nursing and Maternal, Child and Adolescent Health	2,057	1,903	1,960	1,600	1,600
- Prenatal to Three	3,714	3,722	3,473	3,500	3,500
- Women, Infants and Children	17,976	19,595	18,257	19,000	19,000
- California Children Services	2,724	2,703	2,590	2,700	2,700
- Child Health and Disability Prevention	1,881	2,177	1,847	1,800	1,800
- Lead	102	40	41	60	60
- California Nutrition Network	27,411	23,818	16,737	22,000	22,000
Child and Senior Nutrition Services:					
- Number of customers served (unduplicated count)	1,267	1,374	1,300	1,250	1,250
- Number of meals served	434,503	461,686	435,991	430,000	430,000
Number of service contacts (excluding meals served by Nutrition Services)	365,105	336,113	348,037	260,000	260,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of customer survey respondents rating services as good or better	98%	96%	98%	90%	90%
Percent of customers receiving services in a timely manner	95%	98%	95%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of children served who are breastfed	2,426 / 79%	2,492 / 79%	2,547 / 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	1,090 / 70%	1,107 / 84%	1,071 / 88%	1,112 / 85%	1,123 / 85%
Healthy People 2010 immunization goal	80%	80%	80%	80%	80%

## Family Health Services (6240B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	175.0	180.0	180.0	184.0	4.0	184.0
Funded FTE	162.6	167.6	167.6	173.7	6.0	173.7
 Total Requirements	21,139,899	24,161,709	25,570,936	25,526,218	(44,718)	25,611,137
Total Sources	15,715,864	18,322,667	18,438,874	18,104,471	(334,403)	18,104,471
Net County Cost	5,424,035	5,839,042	7,132,062	7,421,747	289,685	7,506,666
 NCC Breakdown						
Federal Grants Match			462,652	475,197	12,545	475,197
State Grants Match			1,418,391	1,712,426	294,035	1,712,426
Child Care Services MOE			1,942,298	1,120,296	(822,002)	1,202,784
Non-Mandated Services			3,222,693	3,829,603	606,910	3,832,034
Local Overmatch			86,028	284,225	198,197	284,225

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,421,747 or 29.4%, of which \$4,113,828 is discretionary. This discretionary amount includes mandated services currently provided with no maintenance-of-effort or local match requirements, and discretionary services such as maternal, child, and adolescent programs; obesity prevention activities; general public health and field nursing; the Prenatal to Three program; the Women, Infants and Children (WIC) program; and the Network for Health California program.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; reductions in contract expenses; deletion of one-time moving expenses; and increased reimbursements (Intrafund Transfers) from other divisions of the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(379,304)	188,820	(148,392)	0	419,732	0

#### 2. Addition of Permanent Staffing for California Children's Services

An Occupational Therapist and a Physical Therapist have been added to provide medical therapy in the CCS Medical Therapy program. The cost of these positions will be fully offset by the elimination of contracts for such services with two contractors. It is anticipated that these positions will increase the consistency of personnel providing the services and improve the timeliness of prescribed treatment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	227,690	0	0	227,690	2
0	(227,690)	0	0	(227,690)	0

**3. Transfer of Accounting Positions**

One Senior Accountant and one Accountant II have been transferred in to FHS from the Disease Control and Prevention (DCP) program to properly align their assigned activities following establishment of FHS as a separate division in the FY 2007-08 budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(215,310)	0	0	(215,310)	0
0	215,310	0	0	215,310	2

**4. Staffing Adjustments**

Five vacant positions have been deleted and replaced in order to achieve a more sustainable skill mix and meet budget targets. Two Public Health Nurse positions have been replaced with two Community Worker II positions, one Community Program Specialist III has been replaced with a Community Program Specialist II, one half-time Dietitian has been replaced with one half-time Community Worker II, and one Public Services Assistant has been replaced with one Administrative Assistant I. There is no increase in Net County Cost resulting from these adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(130,047)	0	0	(130,047)	0

**5. Adjustments to Fund Balance**

Increased Fund Balance from the prior year has been set aside in Reserves for Health Department Information Technology Strategic Plan (ITSP) projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
44,901	0	0	44,901	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(334,403)	58,773	(148,392)	44,901	289,685	4

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and reductions in extra help and overtime costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	84,919	0	0	84,919	0

Family Health Services (6240B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property			4,000	4,000		4,000
Intergovernmental Revenues	10,444,287	11,421,620	10,943,454	11,165,701	222,247	11,165,701
Charges for Services	2,627,426	2,625,139	3,139,085	2,984,920	(154,165)	2,984,920
Miscellaneous Revenue	2,603,243	2,501,402	2,577,829	2,366,306	(211,523)	2,366,306
<b>Total Revenue</b>	<b>15,674,956</b>	<b>16,548,161</b>	<b>16,664,368</b>	<b>16,520,927</b>	<b>(143,441)</b>	<b>16,520,927</b>
Fund Balance	40,908	1,774,506	1,774,506	1,583,544	(190,962)	1,583,544
<b>TOTAL SOURCES</b>	<b>15,715,864</b>	<b>18,322,667</b>	<b>18,438,874</b>	<b>18,104,471</b>	<b>(334,403)</b>	<b>18,104,471</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	16,319,108	17,691,886	18,905,146	19,950,214	1,045,068	20,178,485
Services and Supplies	3,807,681	6,115,875	4,901,132	3,471,500	(1,429,632)	3,399,160
Other Charges	1,398,276	1,676,997	2,065,621	2,508,958	443,337	2,437,946
<b>Gross Appropriations</b>	<b>21,525,065</b>	<b>25,484,759</b>	<b>25,871,899</b>	<b>25,930,672</b>	<b>58,773</b>	<b>26,015,591</b>
Intrafund Transfers	(425,157)	(1,577,041)	(554,954)	(703,346)	(148,392)	(703,346)
<b>Net Appropriations</b>	<b>21,099,908</b>	<b>23,907,718</b>	<b>25,316,945</b>	<b>25,227,326</b>	<b>(89,619)</b>	<b>25,312,245</b>
Contingencies/Dept Reserves	39,991	253,991	253,991	298,892	44,901	298,892
<b>TOTAL REQUIREMENTS</b>	<b>21,139,899</b>	<b>24,161,709</b>	<b>25,570,936</b>	<b>25,526,218</b>	<b>(44,718)</b>	<b>25,611,137</b>
<b>NET COUNTY COST</b>	<b>5,424,035</b>	<b>5,839,042</b>	<b>7,132,062</b>	<b>7,421,747</b>	<b>289,685</b>	<b>7,506,666</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	175.0	180.0	180.0	184.0	4.0	184.0
Funded FTE	162.6	167.6	167.6	173.7	6.0	173.7

## Correctional Services (6300B)

### Program Locator

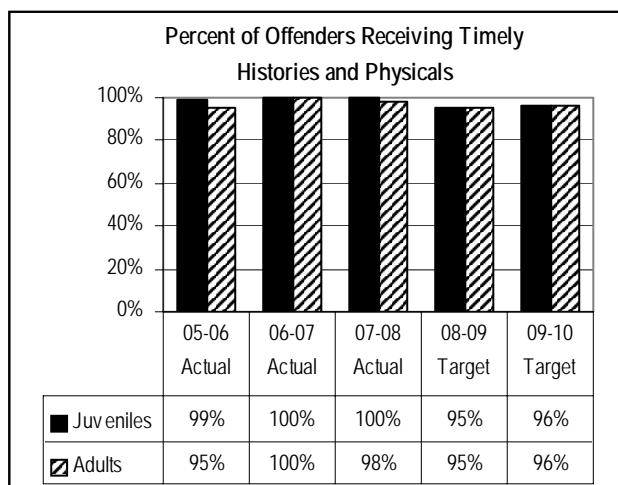
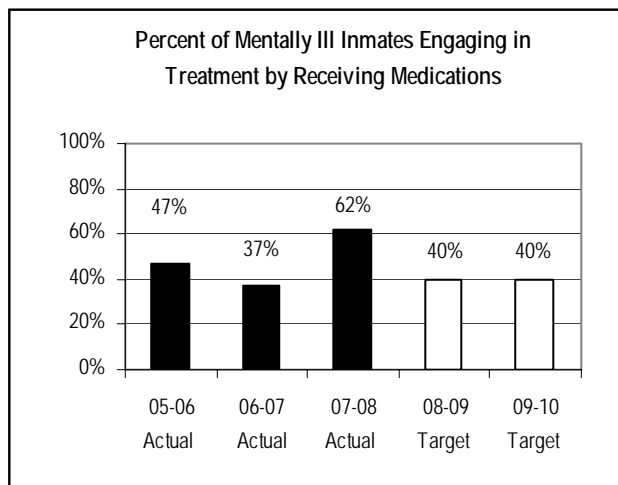
County

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

Correctional 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 correctional facilities 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. Additionally, meal planning, preparation and service, and nutritional services and counseling are provided. Services for adults are provided at Maguire Correctional Facility, the Women's Correctional Center (WCC), and the Medium Security Transition Facility (MSTF). Services for juveniles are provided at the Youth Services Center (YSC), Margaret J. Kemp Camp for Girls, and Camp Glenwood.

The Lifeskills program provides seriously mentally ill inmates with subacute day treatment services. The participants are also connected to resources in Behavioral Health and Recovery 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. An evaluation study revealed that females completing Choices were 2.7 times less likely to be arrested or convicted than those who dropped out of the program. Males completing the Choices program displayed a significant reduction in new felony and misdemeanor arrests compared to a matched control group of nonparticipants during a two-year follow-up recidivism study.

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 to improve the CHOICES program in order to coordinate and improve services to inmates and reduce recidivism rates
- Awarded and implemented a grant allowing the vaccination of more than 1,000 inmates for Hepatitis A & B and enrolled more than 2,300 inmates in the Bay Area Regional Immunization Registry (BARR)
- Used as a model by the state for correctional vaccine protocols to share with other jails and prisons
- Screened 675 female juveniles for Chlamydia at the Youth Services Center to improve health outcomes
- Continued monitoring and improving communication tools to inform involved County departments of problematic medical and mental health issues in order to contain costs and improve treatment
- Successfully transitioned the preparation of meals for the Women's Correctional Center to the Maguire facility to provide a seamless food delivery system
- Implemented a new system of food quality control to improve overall satisfaction for staff, inmates and juveniles

- Worked with Purchasing to ensure the most competitive food prices and variety are available to all facilities
- Continued to improve healthy meals choices, particularly at the YSC, through menu changes incorporating additional fruits, vegetables, and whole grains in order to address obesity problems

### Story Behind Performance

The total number of inmates in adult correctional facilities has continued to rise, increasing the demand for healthcare. Rising inmate populations are also a concern over future years, since the Governor's Proposed Budget could result in an increase in recidivism into County facilities as inmates are released from State prisons. Since the County must provide all necessary health, mental health, and dental care to those within the County jails, this would increase Correctional Services' health costs because of the increase in the number of inmates that would result.

The number of seriously mentally ill inmates also 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 are not reimbursable by health insurance or other state and federal funding.

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 Jail's acute mental health care unit. Headline Measure 1 indicates that a projected 37% of mentally ill inmates in FY 2006-07 were currently engaging in treatment by receiving medications. The target is to improve to a minimum of 40% over the next two years; it is estimated that this goal will be exceeded in FY 2007-08.

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 14th day of incarceration for adults—is a cornerstone of the Correctional Health programs. In FY 2006-07, the rates achieved were 100% for both juveniles and 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.

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 inmates and

juveniles. An important performance measure is the number of customers provided with nutritional education and/or consultations; an estimated 1,200 customers will be served in FY 2007-08 as more inmates and young people enter County facilities with complex health issues that include nutritional needs. This number varies dependent upon inmate and juvenile daily population and medical requests for consultations. To improve juvenile nutrition, meals at the YSC are now served using portion-controlled trays as opposed to family style. Efforts have been made to redesign the menu to include more produce and whole grains. Staff will be working with juveniles at the facility, as well as Probation staff, to educate them about nutrition.

A second goal is to provide food services in a cost-effective manner. Staff have been and will continue to work with Purchasing to achieve the most competitive food prices and variety. Following completion of the YSC campus, staff transitioned to a new state of the art food preparation facility that centralizes meal services for more cost-effective meal delivery. Additionally, in cooperation with the Sheriff's Office, the kitchen at the Women's Correctional Center was closed and meal preparation shifted to the Maguire facility. 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 managing 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 engage fragile and at-risk populations in treatment—the neurologically, physically, and medically impaired, mentally ill, developmentally disabled, and chemically dependent— and connect them to community resources
- To recruit and retain adequate 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 continue educational efforts with Probation staff regarding healthy food choices
- To work with Sheriff's Office and County Manager's Office staff on the beginning phases of a new correctional facility

### 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 Percentage of Mentally Ill Inmates Engaging in Treatment by Receiving Medications at a Minimum of 40%

- Increase efforts within the Lifeskills program to encourage acceptance of medications by mentally ill participants
- Increase efforts to engage mentally ill inmates in treatment

Maintain an 80% Completion Rate in the Choices Program

- Monitor completion rate and provide periodic feedback to counselors to maintain a 20% or lower turnover rate

Maintain Jail Accreditation

- Continue to meet the healthcare component of Title 15 standards at both facilities
- Continue to prepare the YSC for accreditation
- Develop methods of reducing time necessary to complete required tuberculosis assessments

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

Ensure 100% of Meals Meet or Exceed Title 15 Requirements

- Implement quality management tools to ensure food standards are met
- Ensure monthly inspections are performed by the registered dietician through menu and medical diet reviews
- Ensure all facility menus are designed to meet Title 15 requirements

Provide Nutritional Consultations and Education Services to 700 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 through cooperation with Purchasing
- 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of histories and physical screenings	21,119	20,803	23,722	20,000	20,100
Number of mentally ill inmates	1,935	1,810	2,469	1,900	1,950
Number of meals served:					
- Sheriff's Facilities	1,313,367	1,426,099	1,424,265	1,472,027	1,500,000
- Juvenile Probation Facilities	301,096	272,559	277,043	250,000	260,000
TOTAL	1,614,463	1,698,658	1,701,308	1,722,027	1,760,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of participants who complete the Choices Program	85%	90%	89%	80%	85%
Percent of meals meeting or exceeding Title 15 requirements:					
- Sheriff's Facilities	---	99%	99%	100%	100%
- Juvenile Probation Facilities	---	100%	100%	100%	100%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of mentally ill inmates engaging in treatment by receiving medications <sup>(1)</sup>	879 / 47%	657 / 37%	1,488 / 62%	760 / 40%	780 / 40%
Percent of offenders receiving timely histories and physicals:					
- Juveniles (within 96 hours of incarceration)	99%	100%	100%	95%	96%
- Adults (by the 14 <sup>th</sup> day of incarceration)	95%	100%	98%	95%	96%
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	105 / 4%	677 / 6%	452 / 4%	300 / 3%	300 / 3%
Number of customers provided with nutrition consultations <sup>(2)</sup>	600	1,175	1,250	700	750

<sup>(1)</sup> Variances reflect fluctuations in the number of entering inmates.

<sup>(2)</sup> The number of nutritional consultations is based upon medical necessity and inmate request.

## Correctional Services (6300B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	97.0	101.0	101.0	102.0	1.0	102.0
Funded FTE	90.2	96.0	96.0	97.0	1.0	97.0
 Total Requirements	6,771,160	7,961,900	8,489,924	8,492,897	2,973	8,522,817
Total Sources	1,119,962	1,598,442	1,556,939	1,430,320	(126,619)	1,430,320
Net County Cost	5,651,197	6,363,459	6,932,985	7,062,577	129,592	7,092,497
 NCC Breakdown						
Mandated Services			6,287,879	6,415,054	127,175	6,442,230
Non-Mandated Services			645,106	647,523	2,417	650,266

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,062,577 or 85.1%. Of this amount, \$647,523 is for discretionary services, which represents the Choices program.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in contract expenses, medical supplies, food costs, and internal service charges; deletion of prior one-time expenses; minor adjustments to Realignment revenues; and increased reimbursements from the Sheriff's Office and Probation Department for food services cost increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(251,909)	65,493	(217,702)	0	99,700	0

#### 2. Staffing Adjustments

One Fiscal Office Specialist position has been transferred in to Correctional Services from Health Administration to reflect the position's proper work assignment. A portion of the associated cost is reimbursed by Probation and the Sheriff's Office (Intrafund Transfer) for the support provided by Correctional Food Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	67,895	(38,003)	0	29,892	1

#### 3. Purchase of Food Services Delivery Equipment

Appropriations have been added for the purchase of a cart tugger for delivering meals at the Youth Services Center. The increased cost is offset by an Intrafund Transfer from the Probation Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	11,000	(11,000)	0	0	0

**4. Adjustments to Fund Balance**

Increased Fund Balance from the prior year has been set aside in Reserves for Health Department Information Technology Strategic Plan (ITSP) projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
125,290	0	0	125,290	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(126,619)	144,388	(266,705)	125,290	129,592	1

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and increased reimbursements (Intrafund Transfers) from the Sheriff's Office, Probation Department, and Health Administration.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	215,514	(185,594)	0	29,920	0

**6. Deletion of Previous One-Time Adjustments**

One-time appropriations from the prior fiscal year for the purchase of food services delivery equipment have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(11,000)	11,000	0	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	204,514	(174,594)	0	29,920	0

# Correctional Services (6300B) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	364,028	367,544	367,544	375,534	7,990	375,534
Charges for Services	1,055	1,604	750	1,100	350	1,100
Interfund Revenue	406,346	426,663	406,348	426,663	20,315	426,663
Miscellaneous Revenue	33,520	44,506	24,173	24,173		24,173
<b>Total Revenue</b>	<b>804,949</b>	<b>840,318</b>	<b>798,815</b>	<b>827,470</b>	<b>28,655</b>	<b>827,470</b>
Fund Balance	315,013	758,124	758,124	602,850	(155,274)	602,850
<b>TOTAL SOURCES</b>	<b>1,119,962</b>	<b>1,598,442</b>	<b>1,556,939</b>	<b>1,430,320</b>	<b>(126,619)</b>	<b>1,430,320</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,681,112	10,968,071	11,138,621	11,615,329	476,708	11,830,843
Services and Supplies	5,275,246	6,017,363	6,078,695	5,932,593	(146,102)	5,932,593
Other Charges	669,734	647,670	762,078	609,860	(152,218)	609,860
Fixed Assets	132,523		45,000	11,000	(34,000)	
<b>Gross Appropriations</b>	<b>15,758,615</b>	<b>17,633,105</b>	<b>18,024,394</b>	<b>18,168,782</b>	<b>144,388</b>	<b>18,373,296</b>
Intrafund Transfers	(9,079,455)	(9,739,511)	(9,602,777)	(9,869,482)	(266,705)	(10,044,076)
<b>Net Appropriations</b>	<b>6,679,160</b>	<b>7,893,593</b>	<b>8,421,617</b>	<b>8,299,300</b>	<b>(122,317)</b>	<b>8,329,220</b>
Contingencies/Dept Reserves	92,000	68,307	68,307	193,597	125,290	193,597
<b>TOTAL REQUIREMENTS</b>	<b>6,771,160</b>	<b>7,961,900</b>	<b>8,489,924</b>	<b>8,492,897</b>	<b>2,973</b>	<b>8,522,817</b>
<b>NET COUNTY COST</b>	<b>5,651,197</b>	<b>6,363,459</b>	<b>6,932,985</b>	<b>7,062,577</b>	<b>129,592</b>	<b>7,092,497</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	97.0	101.0	101.0	102.0	1.0	102.0
Funded FTE	90.2	96.0	96.0	97.0	1.0	97.0

## Agricultural Commissioner/Sealer (6500B)

### Program Locator

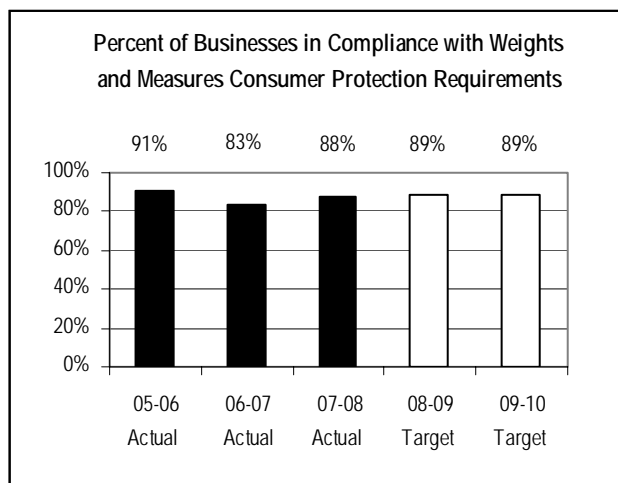
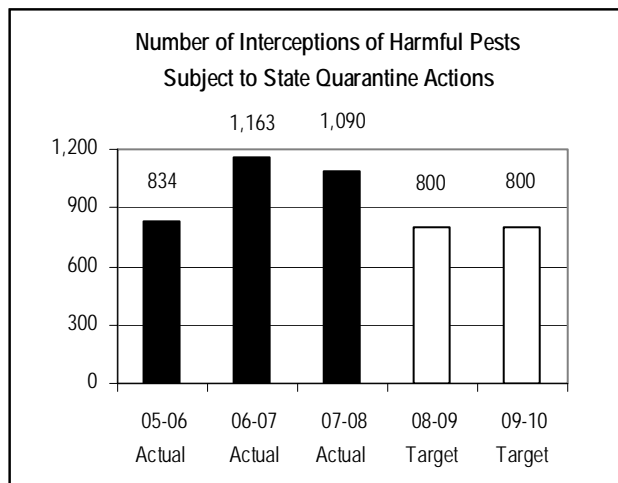
County

Health

Health Department

▷ **Agricultural Commissioner/Sealer**

### Headline Measures



### Program Outcome Statement

The Agricultural Commissioner/Sealer protects California's agricultural industry, wildlife, natural resources, and the health and safety of county residents and workers by: 1) preventing the introduction, establishment, or spread of harmful exotic insects, weeds, and plant diseases and by promoting the safe use of pesticides; and 2) ensuring equity in the marketplace and fostering consumer confidence through regulatory oversight of businesses with retail price scanner systems and commercial weighing and measuring devices (e.g., gas pumps and scales) and ensuring pest cleanliness of nursery plants, quality of fresh fruits and vegetables,

and the integrity of organic produce and certified sellers at local farmers' markets.

### Services and Accomplishments

The Agricultural Commissioner/Sealer contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access to Our Natural Environment and to Ensure Basic Health and Safety For All through the Pest Prevention and Pesticide Regulation programs and by providing a variety of agricultural and weights/measures regulatory inspection services performed under direction of the California Department of Food and Agriculture (CDFA) and the California Department of Pesticide Regulation (CDPR). State mandates and contract workplans establish program priorities and determine the annual allocation of staff resources for pest exclusion inspections at the San Francisco International Airport (SFO), truck shipments to nurseries, as well as Countywide pest detection insect trapping. Division Biologists also perform inspections to certify agricultural commodities for export to 30 other states and foreign countries. 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.

Regulatory activities that foster consumer protection include daily inspections at the Golden Gate Produce Terminal in South San Francisco to ensure the sale of high quality fruits and vegetables and compliance with container labeling requirements, inspections at wholesale nurseries to ensure that nursery stock meets State standards for pest cleanliness, and inspections at certified farmers' markets to verify that vendors are "certified" farmers selling only agricultural products produced on their own farms. In the weights and measures programs, businesses are inspected to check the accuracy of various types of commercial scales and meters such as gasoline pumps. Audits are performed at retail establishments to verify the accuracy of price scanner systems. The Division responds to consumer complaints received directly from consumers or through referrals from the District Attorney's Office or the State Division of Measurement Services. The Division may issue violation notices or levy administrative fines to ensure compliance.

The publication of annual crop production statistics in the *San Mateo County Agricultural Crop Report* promotes the local agricultural industry.

The following are major accomplishments in the prior year:

- Achieved a high rate of pest interception compared to other counties in High Risk Pest Exclusion (HRPE) agricultural shipment inspections at SFO and coastside nurseries
- Provided information and assistance to agricultural operations and county residents on Light Brown Apple Moth (LBAM) quarantine requirements and the State eradication project

- Improved compliance level through implementation of administrative civil penalties for labeling and quality violations found on produce arriving at Golden Gate Produce Terminal
- Held three pesticide continuing education workshops to inform County agricultural operations and pest control businesses of new pesticide respiratory protection regulations
- Completed water conservation recycling improvements to water meter testing facility
- Administered State grant for San Mateo County Weed Management Area projects for eradication of exotic weeds and restoration of native plants

### Story Behind Baseline Performance

CDFA restored a portion of HRPE contract funding for the third consecutive year. The expansion of staff time expended on pest prevention inspections resulted in increases in the percentage of shipments that were issued rejection notices documenting State quarantine regulation violations, and the number of interceptions of harmful pests. 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 receives State funding to fight the spread of the Glassy-Winged Sharpshooter and Pierce's Disease, which threaten California's grape industry. Activities include the placement and servicing of insect traps and agricultural inspections at retail and wholesale nurseries receiving plant shipments. San Mateo County is one of several Bay Area counties infested with Sudden Oak Death (SOD) and receives State funding for SOD regulatory activities. LBAM, a new exotic insect pest, was discovered in San Mateo County and other Bay Area counties in 2007. LBAM is native to Australia and feeds on a wide variety of plants and trees. Division staff participated in joint efforts with CDFA and U.S. Department of Agriculture (USDA) to delimit the LBAM infestation in San Mateo County and prevent its spread by deploying insect traps and performing inspections of nursery stock.

Agricultural pesticide users and pest control businesses are required to submit reports of pesticide use and are required to obtain an annual permit to use certain restricted pesticides. The Division received state-funded computer software and hardware to upgrade the Restricted Material Permit and pesticide use reporting computer system. The upgraded system integration of Geographic Information System (GIS) capacity to track pesticide use relative to sensitive sites, endangered species, salmonid streams, and other emerging regulatory and environmental protection issues. State law gives County Agricultural Commissioners the authority to levy administrative civil penalties for violations of pesticide laws and regulations and state enforcement response regulations mandate enforcement procedures. The Division levied 13 administrative civil penalties during FY 2006-07. Continuing education sessions for growers and other certified pesticide users were held to provide opportunities for businesses to learn how to comply with pesticide use regulations. The number of pesticide safety training sessions for agricultural fieldworkers was expanded following industry requests. More than 400 fieldworkers attended one of ten sessions.

Annual device registration fees are used by counties to fund consumer protection regulatory programs 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 marketplace. The Division continued its practice of providing cross-training opportunities for Biologist/Standards Specialists whose work experience has been largely in agricultural inspection, allowing more flexibility in assigning work and completing required inspections.

State funding supports fruit and vegetable inspections at the Golden Gate Produce Terminal. This terminal is the largest wholesale produce market in northern California. 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. Recent State law gave the Sealer the authority to levy civil penalties for fruit and vegetable quality and labeling violations.

Customer satisfaction remains high. The Division posted a customer survey on its website and distributed more than 1,000 surveys, with a 96% of survey respondents rating services as good or better.

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

- To address continuing impacts to industry and Division staff resources from the LBAM infestation
- To accommodate potential negative impacts on services caused by uncertain state funding
- To ensure adequate staff training in order to remain current on emerging pest threats, integrated pest management (IPM), new pesticide regulations, and procedures for administrative penalty case preparation and hearings
- To conduct cross training of staff in weights and measures as well as agricultural programs
- To further integrate a public health approach into responsibilities carried out in order to promote safe and sustainable agriculture

### Program Objectives

#### Ensure that 98% of Agricultural and Pest Control Businesses are in Compliance with all Pesticide Regulatory Requirements

- Upgrade the Restricted Material Pesticide Permit program, implement electronic pesticide use reporting, and initiate the use of GIS for pesticide regulatory data
- Provide compliance assistance to pest control businesses and agricultural operations concerning new respiratory protection regulations
- Expand website links regarding pesticide use laws and regulations to assist pesticide users

#### Intercept 800 Harmful Pests Subject to State Quarantine Actions

- Continue public presentations on exotic pests subject to quarantine action
- Evaluate website for possible further expansion of information on pest detection program, LBAM, SOD, Glassy-winged Sharpshooter/Pierce's Disease, and invasive weeds

- 
- Arrange for pest identification training sessions from State agency experts or experienced staff

Ensure that 89% 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 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of pesticide inspections (including applications monitored, field worker inspections, training and business record audits)	608	603	591	640	640
Number of agricultural plant product shipments inspected	19,676	18,239	15,745	19,000	19,000
Number of business locations inspected for accuracy of weighing and measuring devices or for price scanner audits	2,837	2,793	2,871	2,600	2,600
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of agricultural plant product shipments rejected for violations of quarantine regulations	3%	5%	6%	4%	4%
Percent of business locations inspected for weights and measures requirements versus annual goals	100%	100%	100%	97%	97%
Percent of stakeholder survey respondents rating services good or better	100%	98%	96%	90%	90%
<b>Is Anyone Better Off? (Outcome / Effort)</b>					
Number and percent of agricultural and pest control businesses in compliance with all pesticide regulatory requirements	515 / 98%	542 / 97%	485 / 97%	490 / 98%	490 / 98%
Number of interceptions of harmful pests subject to State quarantine actions	834	1,163	1,090	800	800
Number and percent of businesses in compliance with weights and measures consumer protection requirements	1,600 / 91%	1,410 / 83%	1,607 / 88%	1,615 / 89%	1,615 / 89%



## Agricultural Commissioner/Sealer (6500B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	31.0	31.0	31.0	31.0		31.0
Funded FTE	27.2	28.7	28.7	29.4	0.7	29.4
 Total Requirements	3,484,054	4,061,443	4,028,992	4,459,119	430,127	4,151,018
Total Sources	2,683,573	3,293,502	2,921,342	3,228,579	307,237	2,905,525
Net County Cost	800,481	767,941	1,107,650	1,230,540	122,890	1,245,493
 NCC Breakdown						
State Grants Match			132,000	132,000		132,000
Weights & Measures MOE			82,014	92,344	10,330	93,412
Mandated Services			893,636	1,006,196	112,560	1,020,081

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,230,540 or 28.4%, of which 100% is mandated. This mandated amount includes pest prevention and pesticide regulatory programs, and agricultural and weights and measures consumer protection regulatory activities.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases and promotions; annualization of mid-year position changes; reductions in contract expenses; deletion of one-time expenditures; increase in State contract revenue; and increases in motor vehicle, information technology, and other operating expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,883)	18,190	0	92,817	122,890	0

#### 2. State Contract for Light Brown Apple Moth (LBAM) Quarantine Enforcement

Appropriations and revenue have been increased to reflect final contract amounts for the agreement with the California Department of Food and Agriculture (CDFA) for LBAM pest exclusion regulatory activity. Under this contract, CDFA will reimburse the County for staff time expended in quarantine enforcement regulatory activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
63,166	63,166	0	0	0	0

**3. Adjustments to Fund Balance**

Increased Fund Balance from the prior year has been appropriated for technology projects and minor computer equipment purchases, contract services, and LBAM regulation activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
255,954	255,954	0	0	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
307,237	337,310	0	92,817	122,890	0

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; deletion of one-time State revenue and associated expenditures; and adjustments to various operating expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(67,100)	(52,147)	0	0	14,953	0

**5. Deletion of Previous One-Time Adjustments**

One-time appropriations from the prior fiscal year for technology projects and minor computer equipment purchases, contract services, and LBAM regulation activities have been deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(255,954)	(255,954)	0	0	0	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(323,054)	(308,101)	0	0	14,953	0

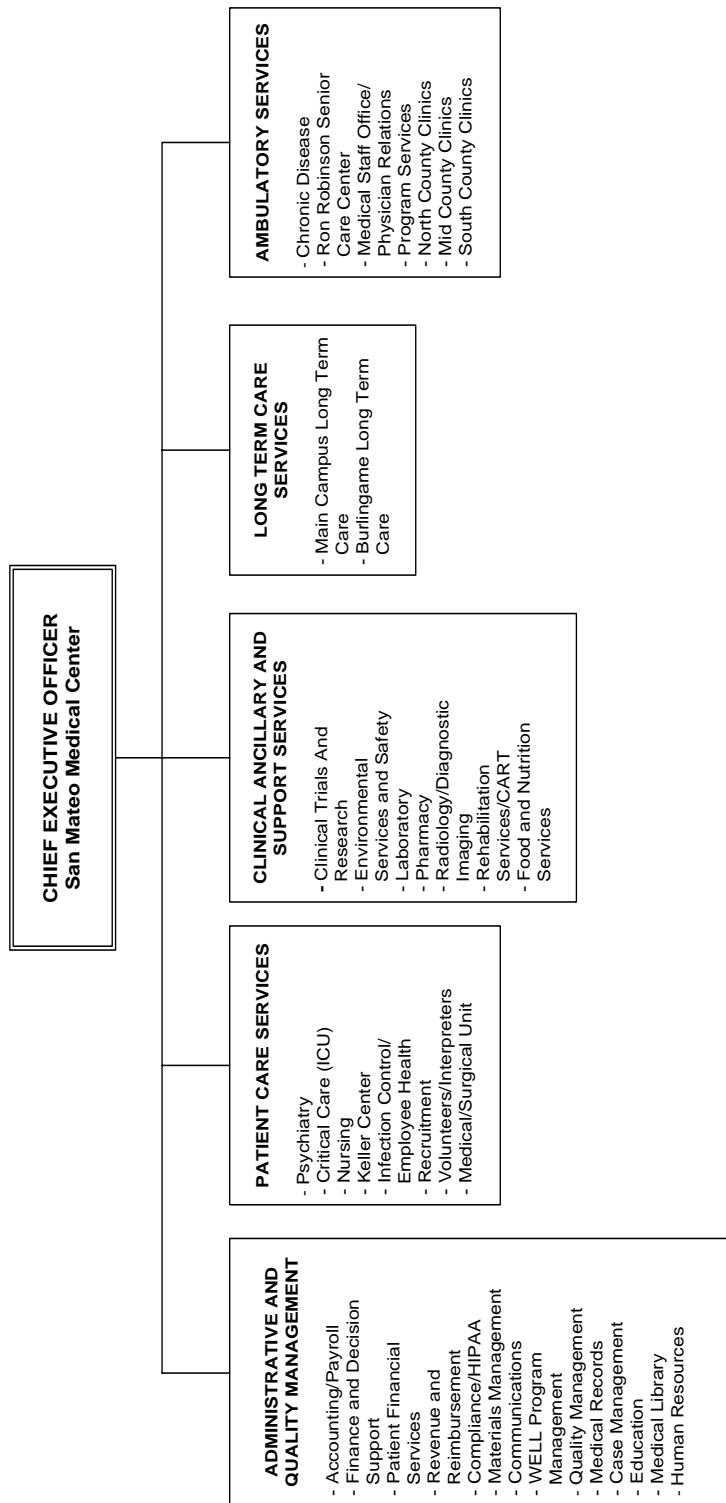
Agricultural Commissioner/Sealer (6500B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	421,041	497,908	471,900	471,900		471,900
Fines, Forfeitures and Penalties	15,841	55,798				
Intergovernmental Revenues	2,014,028	2,339,531	2,035,747	2,204,825	169,078	2,137,725
Charges for Services	139,101	142,905	176,700	166,700	(10,000)	166,700
Miscellaneous Revenue	12,177	20,564	200	200		200
<b>Total Revenue</b>	<b>2,602,189</b>	<b>3,056,707</b>	<b>2,684,547</b>	<b>2,843,625</b>	<b>159,078</b>	<b>2,776,525</b>
Fund Balance	81,384	236,795	236,795	384,954	148,159	129,000
<b>TOTAL SOURCES</b>	<b>2,683,573</b>	<b>3,293,502</b>	<b>2,921,342</b>	<b>3,228,579</b>	<b>307,237</b>	<b>2,905,525</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,959,154	3,200,601	3,150,850	3,397,389	246,539	3,472,156
Services and Supplies	59,595	187,589	338,076	293,488	(44,588)	86,634
Other Charges	429,122	629,963	493,883	639,242	145,359	463,228
Fixed Assets		7,107	10,000		(10,000)	
<b>Gross Appropriations</b>	<b>3,447,871</b>	<b>4,025,260</b>	<b>3,992,809</b>	<b>4,330,119</b>	<b>337,310</b>	<b>4,022,018</b>
<b>Net Appropriations</b>	<b>3,447,871</b>	<b>4,025,260</b>	<b>3,992,809</b>	<b>4,330,119</b>	<b>337,310</b>	<b>4,022,018</b>
Contingencies/Dept Reserves	36,183	36,183	36,183	129,000	92,817	129,000
<b>TOTAL REQUIREMENTS</b>	<b>3,484,054</b>	<b>4,061,443</b>	<b>4,028,992</b>	<b>4,459,119</b>	<b>430,127</b>	<b>4,151,018</b>
<b>NET COUNTY COST</b>	<b>800,481</b>	<b>767,941</b>	<b>1,107,650</b>	<b>1,230,540</b>	<b>122,890</b>	<b>1,245,493</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	31.0	31.0	31.0	31.0		31.0
Funded FTE	27.2	28.7	28.7	29.4	0.7	29.4

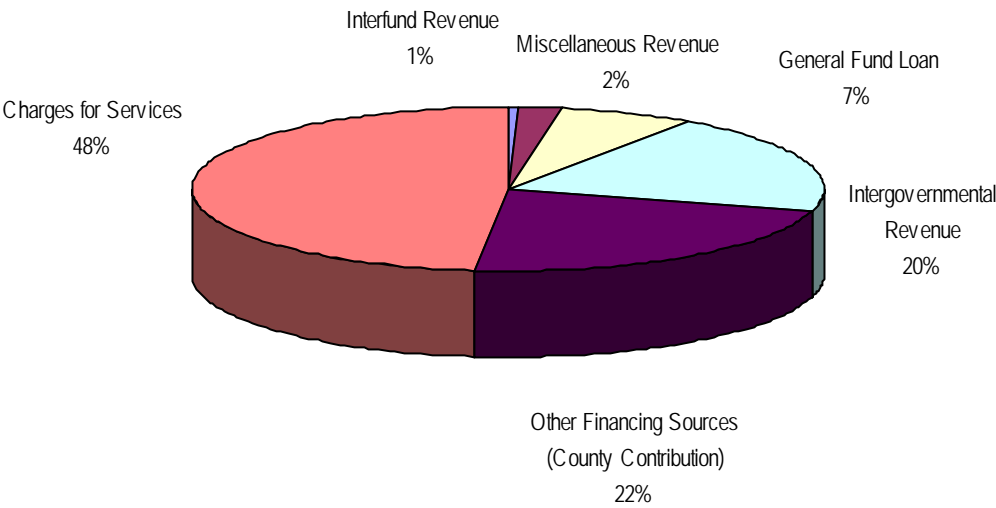
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## SAN MATEO MEDICAL CENTER

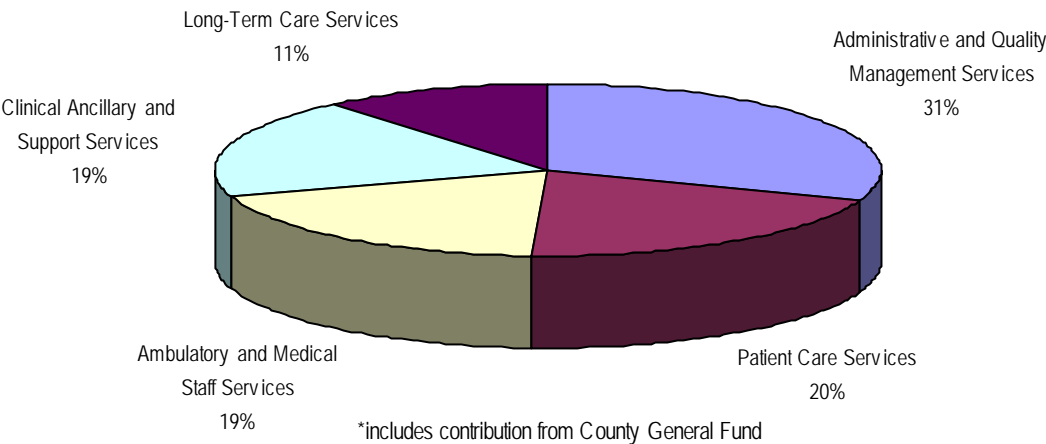


# San Mateo Medical Center

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements



## Department Locator

County

Health

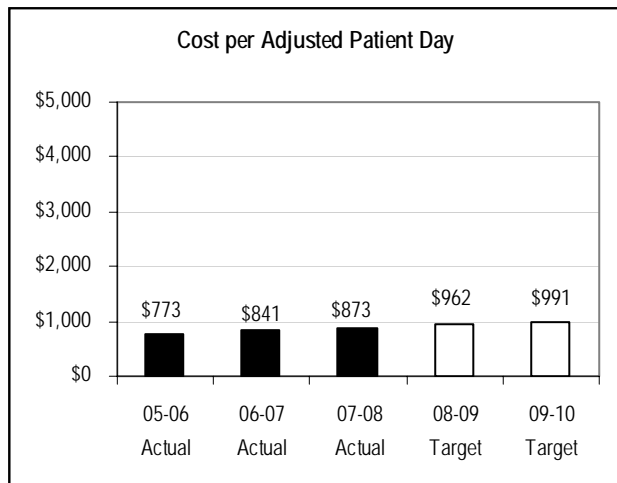
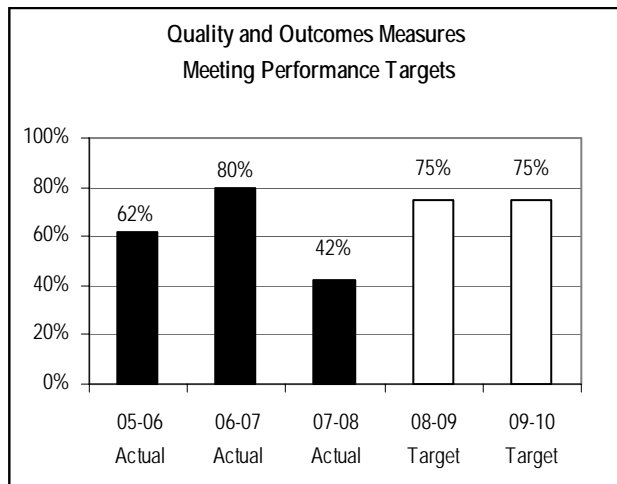
Health Department

### ► 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 2000-2007)

### PEOPLE

#### Ensure Basic Health and Safety for All

##### • **Serving Victims of Violent Crime**

In September 2001, SMMC 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 and medical examinations and collect legal evidence in a manner that is compassionate and culturally sensitive, while protecting the rights of the patient seeing more than 360 victims last year and working closely with other agencies addressing domestic violence.

##### • **Access to Healthcare**

SMMC provides access to healthcare across the County, through a network of 11 community clinics. The clinics currently accommodate over 214,000 visits per year. Additionally, SMMC operates both an acute and psychiatric emergency department (ED). The acute ED has over 30,000 visits while the psychiatric ED has almost 3,000 visits each year. SMMC also provides general and acute inpatient psychiatric services. The medical/surgical, psychiatric and intensive care units have an annual total of about 30,000 inpatient days. The surgery department also accommodates almost 2,400 surgeries annually.

##### • **Healthcare for Aging Population**

SMMC, the second largest distinct part skilled nursing facility in the state, 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 260 patients per day and has been operated by the County since October 2003. SMMC also maintains a long-term care unit at its main campus location. The opening of the Ron Robinson Senior Care Center (RRSCC) has also provided increased healthcare access for the aging population. RRSCC accommodates approximately 10,000 visits per year and will expand to serve more seniors.

### PROSPERITY

#### Sow the Seeds of Our Future Prosperity

##### • **Silicon Valley Workforce Initiative**

SMMC 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**

SMMC 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.

## PARTNERSHIP

### 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, SMMC has expanded access to dental services for County residents. It has also partnered with Stanford Hospital on a National Institute of Health Grant to manage chronic disease. Together with the San Mateo County Health Department, SMMC has joined forces with Stanford University and the San Francisco Department of Public Health to innovate new approaches for the detection, prevention and treatment of HIV/AIDS in the San Francisco Bay Area. SMMC has also partnered with distinguished organizations such as Kaiser Permanente, California Health Care Foundation, Safety Net Institute and the California Association of Public Hospitals on a variety of clinical and quality improvements.

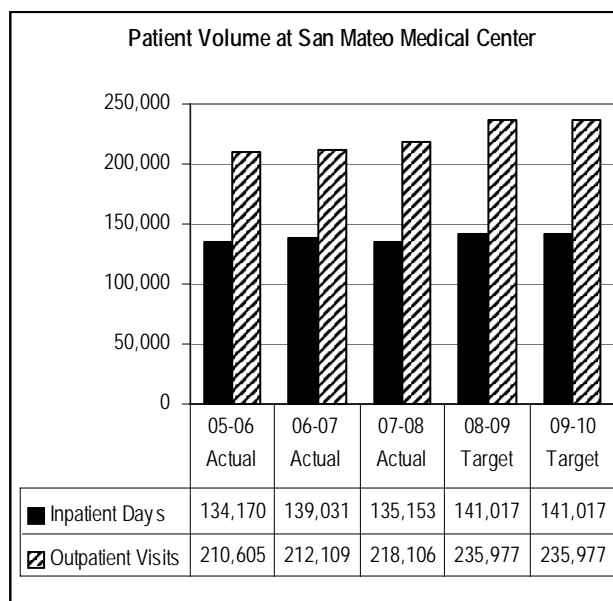
### Responsive, Effective, and Collaborative Government

- **Providing Care to the Elderly and Homeless Populations**

As part of the Senior Care Collaborative to provide comprehensive services, SMMC has partnered with Mental Health and Aging and Adult Services to enhance mental health care for the elderly. SMMC has also partnered with the Human Services Agency, Shelter Network, and Samaritan House to place homeless patients in safe housing upon discharge. SMMC manages the Healthcare for the Homeless program which funds County and community based organizations to provide healthcare services to individuals living in shelters, transitional housing programs, on the streets or those individuals who are at-risk of being homeless.

- **Reducing Workplace Violence**

SMMC 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 FY2007-08

### Ensure Basic Health and Safety for All

- Began implementation of Health System Redesign Initiative, including creation of Community Health Network to provide a safety net system of care to the underserved, assuring appropriate levels of care for non-acute patients, and maximizing enrollment and retention in Medi-Cal and other payor programs
- Successfully competed for a Coverage Initiative grant from the State of California which will provide more than \$10 million/year for the next three years to 1) expand access to 2100 uninsured individuals and 2) implement a "radically redesigned" clinic that will focus on chronic disease management and high utilizers of service
- Expanded ability to implement a chronic disease management system of care by 1) participating in the Safety Net Institute's SEED project collaborative and 2) participating in the Rand/McColl trial designed to implement chronic disease care management principles
- Opened an award-winning Pain Management Clinic, which reduced overall utilization and costs
- Adult Dental Program received a STARS program honorable mention. The program provided for the first time in the history of the San Mateo Medical Center, comprehensive dental care to low-income, underinsured and uninsured patients.
- Successfully implemented the Medication Administration Check (MAK) project to significantly reduce the potential for medication administration errors
- Expanded pediatric clinics on nights and weekends
- Continued to keep system-wide outpatient cycle time to less than 60 minutes
- Implemented more stringent standards for monitoring 15 Annual Quality Assurance/Improvement Plans



- Maintained a recruitment and retention plan focusing on hard-to-fill positions in Patient Care Services, achieving a vacancy rate below the target
- Achieved compliance with all State regulations governing long-term care campuses in annual State Department of Health Services surveys, with no substandard care identified

#### **Responsive, Effective, and Collaborative Government**

- Trained all SMMC Department and Clinic Managers on the Hospital Incident Command System (HICS) to improve disaster/emergency preparedness.
- Implemented a Recycle and Energy Conservation program by switching to energy-efficient lighting, recycling cans and bottles and composting food products, resulting in \$26,000 rebate from PG&E.

#### **Major Issues to be Addressed**

- **Increasing Healthcare Costs**--The Healthcare 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 increasing 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 6.6 million uninsured people in the state. As this number continues to grow, the strain on public and private hospitals will continue.
- **Service Line Expansion**--Expansion of the Ron Robinson Senior Care Center was delayed beyond the current fiscal year because of funding, required OSHPD (Office of Statewide Health Planning and Development) approval and construction. The project is underway and is expected to be completed in the second half of FY 2008-09.
- **Revenue Cycle Improvement**--There are significant opportunities to improve the revenue collections that have a direct impact on the organization's income. The Finance team will ensure that the right people, processes, and technology are in place to improve the accuracy, effectiveness and timeliness of the work in the revenue cycle
- **Redesigning the Healthcare Delivery System**--The County has led an initiative aimed at developing and implementing a sustainable and creative approach to healthcare delivery, especially for underserved populations. SMMC will work in partnership with the County Manager's Office, the Health Department and the Health Plan of San Mateo (HPSM) to achieve the goals set forth in the Health System Redesign Initiative.

#### **Key Department Initiatives**

##### **1. Implement the Health System Redesign Initiative**

###### **Major Issue to be Addressed:**

- Redesigning the County's healthcare delivery system is a key issue to provide services in an environment of scarce resources and rising number of uninsured and underinsured

###### **Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

###### **Goals:**

- Improve the efficiency of care
- Improve the cost effectiveness of care

###### **Objectives:**

- Build a Community Health Network comprised of San Mateo County, private hospitals, and community organizations
- Develop alternative care settings for our patients
- Enhance physician leadership and relationships
- Adopt a chronic care and care management approach
- Enhance eligibility and enrollment efforts
- Continue developing the long term care service line
- Implement revenue strategies to increase funding

###### **Major Milestones:**

- Assemble workgroups around objectives
- Develop and implement strategic plans for each area

###### **Partners:**

- County Manager's Office
- Health Department
- Health Management Associates (HMA)
- Health Plan of San Mateo

###### **FY2008-09 Budget Impact:**

The budgetary impact of these efforts will reduce the County's General Fund contribution to the Medical Center from \$72.2 million in FY 2008 to \$50 million by FY 2013

##### **2. Continue Revenue Cycle Improvement**

###### **Major Issue to be Addressed:**

- SMMC strives to be good stewards of the County's resources while providing the maximum level and quality 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:**

- Ensure Basic Health and Safety for All

###### **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 collections
- Reduce claim denials
- Reduce bad debt
- Reduce days and dollars in accounts receivable

**Major Milestones:**

- Partner with the Healthcare Advisory Board to implement the Revenue Compass
- Develop targets for each fiscal year

**Partners:**

- Healthcare Advisory Board
- Patients and Payor Sources
- Revenue Services

**FY2008-09 Budget Impact:**

SMMC is committed to reaching these goals at a minimal cost by leveraging internal staff and developing effective reporting tools

**Ambulatory Services**

- Achieve an Overall Customer Satisfaction Rate of at Least 90%
- Assign 78% Of Patients to Primary Care Providers
- Increase Non-County Payor Sources

**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 Services

The following program objectives contribute to department success (additional program level objectives are included in individual Program Plans)

**Administrative and Quality Management Services**

- Achieve Net Income Target Of 0% (Break-Even)
- Ensure that 85% of Quality Plans meet targets
- Sustain a State of Constant Regulatory Readiness

**Patient Care Services**

- Maintain A Monthly Nursing Vacancy Rate of no more than 12%
- Achieve an Overall Customer Satisfaction Rate of at Least 90%
- Reduce Administrative Days

**Clinical Ancillary and Support Services**

- Achieve an Overall Customer Satisfaction Rate of at Least 90%
- Improve Patient Safety and Increase Staff Efficiency
- Continue to Implement and Monitor Supply Cost Savings Initiatives

**Long Term Care Services**

- Achieve an Overall Customer Satisfaction Rate of at Least 90%
- Maintain Level of Patient Falls to 2.2 per 1,000 Patient Days
- Increase Occupancy to 266 at Burlingame Long Term Care (BLTC)

San Mateo Medical Center (6600B)  
Medical Center Enterprise Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	5	23,185	80	40,023	39,943	40,023
Use of Money and Property	3,872	21,554	811	3,016	2,205	3,016
Intergovernmental Revenues	39,970,861	40,110,997	44,617,648	48,474,188	3,856,540	48,474,188
Charges for Services	110,292,051	106,728,524	117,330,959	118,600,342	1,269,383	122,729,778
Interfund Revenue	4,230,823	19,533,783	18,128,012	18,557,767	429,755	18,557,767
Miscellaneous Revenue	7,175,173	5,376,144	5,583,720	5,216,317	(367,403)	5,214,317
Other Financing Sources	54,652,211	55,064,753	55,074,754	55,064,754	(10,000)	55,064,754
<b>Total Revenue</b>	<b>216,324,996</b>	<b>226,858,941</b>	<b>240,735,984</b>	<b>245,956,407</b>	<b>5,220,423</b>	<b>250,083,843</b>
<b>TOTAL SOURCES</b>	<b>216,324,996</b>	<b>226,858,941</b>	<b>240,735,984</b>	<b>245,956,407</b>	<b>5,220,423</b>	<b>250,083,843</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	126,534,173	134,973,714	143,091,057	141,973,653	(1,117,404)	146,372,638
Services and Supplies	56,718,885	57,861,836	56,489,555	63,230,214	6,740,659	62,942,917
Other Charges	23,165,678	23,975,546	31,131,708	30,765,391	(366,317)	30,766,032
Fixed Assets	15,669	55,399		25,000	25,000	25,000
Other Financing Uses	9,890,591	9,992,446	10,023,664	9,962,149	(61,515)	9,977,256
<b>Gross Appropriations</b>	<b>216,324,996</b>	<b>226,858,941</b>	<b>240,735,984</b>	<b>245,956,407</b>	<b>5,220,423</b>	<b>250,083,843</b>
<b>Net Appropriations</b>	<b>216,324,996</b>	<b>226,858,941</b>	<b>240,735,984</b>	<b>245,956,407</b>	<b>5,220,423</b>	<b>250,083,843</b>
<b>TOTAL REQUIREMENTS</b>	<b>216,324,996</b>	<b>226,858,941</b>	<b>240,735,984</b>	<b>245,956,407</b>	<b>5,220,423</b>	<b>250,083,843</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,314.0	1,367.0	1,369.0	1,343.0	(26.0)	1,343.0
Funded FTE	1,180.3	1,232.8	1,236.8	1,213.4	(23.4)	1,213.4

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$5,220,423 or 2.2% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Taxes

There is an increase of \$39,943 in this funding source due to increased tax collections in Food and Nutrition Services for cafeteria food sales.

#### Uses of Money and Property

There is an increase of \$2,205 in this funding source due to interest earned on transactions with insurance companies.

#### Intergovernmental Revenues

There is an increase of \$3,856,540 in this funding source due to increases in the Medi-Cal waiver, SB 1732 (state funding for hospital improvements), and long term care supplemental funds. The budgeted amounts for the Healthcare for the Homeless grant, the Targeted Case Management/Medical Administrative Activities program (TCM/MAA), and other subsidies were also increased to align with trends.

#### Charges for Services

There is a net increase of \$1,269,383 in this funding source due to increased sales of drugs and medical supplies and an increase in the Health Plan Intergovernmental Transfer (IGT). There is also an increase in net patient revenues primarily as a result of initiatives to improve revenue collection, expand pediatric, prenatal and obstetric services, and intensify Medi-cal enrollment and retention efforts for long term care and clinic patients. These increases are offset by lower projected volumes in select services and reduction in Medi-cal reimbursements.

#### Interfund Revenue

There is an increase of \$429,755 in this funding source to align projected revenues with trends.

#### Miscellaneous Revenue

There is a net decrease of \$367,403 in this funding source due to the elimination the Sequoia Healthcare District grant. This decrease is partially offset by grant funding from the San Mateo County Health Foundation.

#### Other Financing Sources

There is a decrease of \$10,000 in this funding source to align projected revenues with trends.

### TOTAL REQUIREMENTS

Total Requirements increased by \$5,220,423 or 2.2% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$1,117,404 in this expenditure category primarily due to savings generated from positions held vacant as a result of countywide hiring freeze. These savings partially offset negotiated labor increases, extra help and premium labor costs such as on-call hours.

#### Services and Supplies

There is a net increase of \$6,740,659 in this expenditure category due to increased costs of physician contracts, nursing registry, and medical supplies and equipment. This increase is partially offset by decreases in outside hospital referrals and reductions to computer related costs.

#### Other Charges

There is a net decrease of \$366,317 in this expenditure category due to a reduction in service charges from other departments such as Information Services Department (ISD). Expenditures for revenue collection charges and depreciation have also decreased.

#### Other Financing Uses

There is a decrease of \$61,515 in this expenditure category due to annual fluctuations in debt service expenses.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$4,127,436 or 2.2% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Charges for Services

There is an increase of \$4,129,436 in this funding source due to increased volume and charges.

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**TOTAL REQUIREMENTS**

Total Requirements increased by \$4,127,436 or 2.2% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

Salaries and Benefits

There is an increase of \$4,398,985 in this expenditure category due to cost of living, step, benefit and negotiated contract increases.

Services and Supplies

There is an decrease of \$287,297 in this expenditure category due to a decrease in the cost of outside accounting and administrative services.

Other Charges

There is an increase of \$641 in this expenditure category due to an increase in countywide security charges.

Other Financing Uses

There is an increase of \$15,107 in this expenditure category due to an increase in debt service charges.

## Administrative and Quality Management Services (6601B)

### Program Locator

County

Health

San Mateo Medical Center—Operating Budget

### ► Administrative and Quality Management Services

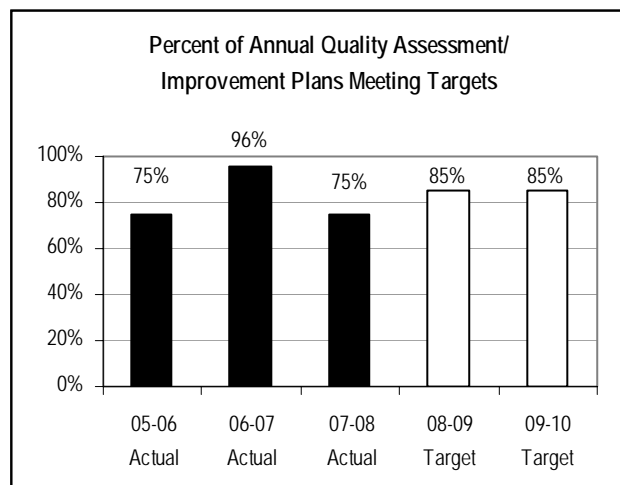
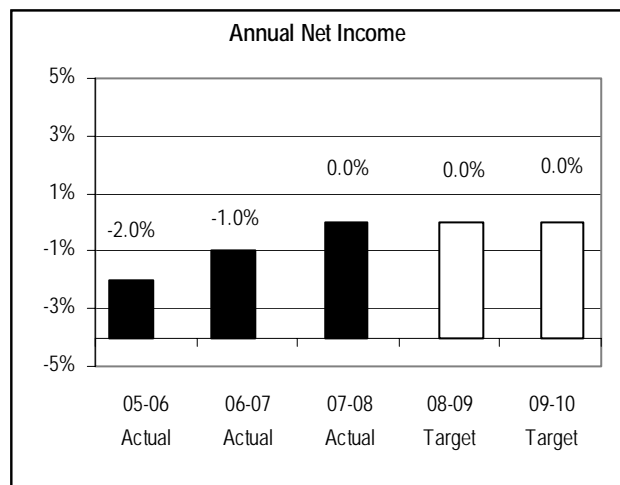
Patient Care Services

Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory 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; providing case management, education and information management support.

The following are major accomplishments in the current year:

- Completed implementation of a revenue cycle management tool
- Continued enhancements in payor and provider contracts
- Continued refinement of eligibility policies for financial assistance programs
- Monitored 15 Annual Quality Assurance/Improvement Plans
- Maintained a Constant Regulatory Readiness process in advance of unannounced regulatory surveys
- Participated in numerous local and national reporting initiatives

### Story Behind Performance

Net income for SMMC 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.

One of SMMC's strategic goals is to measurably improve the quality of care delivered. Quality Management has facilitated the development of 15 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. All departments have been encouraged to set "stretch" goals that are difficult to achieve. In order to promote institutional alignment within quality plans and ensure objective evaluation of targets and results, all quality plans and reports are now reviewed by the executive management team. Based on these quarterly reviews, each department is given a quality rating (green, yellow or red zone). This is a more rigorous and objective process than used in past years, contributing to a drop in performance this year to 74% of plans meeting targets. However, even with the setting of aggressive targets, 74% of departments demonstrated a level of success and/or improvement such that they were awarded a green zone rating by the executive management team. SMMC believes that the best way to achieve superior results is through setting aggressive goals.

For the outcomes measure of "Percent of success in achieving treatment goals," more aggressive targets were set this year, and unanticipated changes in the way the measures were developed (these are externally developed measures) contributed to a decline from last year's performance.

**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 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 dashboard and OBM measures
- To incorporate quality expectations and measures in provider contracting
- To improve patients' positive experience ratings

**Program Objectives**

Administrative and Quality Management Services will meet performance targets by doing the following:

Achieve Net Income Target of 0% (Break-Even)

- Create decision support position to implement improved reporting tools to stay within budget expense targets, including productivity monitoring and decision support systems
- Improve the daily recording of departmental charges
- Negotiate new, more favorable payor contracts
- Improve current reimbursement levels from State and Federal payors
- Redevelop processes to reduce claims denials
- Work with Revenue Services to Implement strategies to reduce bad debt expense
- Restructure Patient Financial Services (PFS) team to continue efforts to improve accounts receivables
- Work with the Health Plan of San Mateo (HPSM) to maximize IGT revenues

Reduce County's General Fund Contribution to the Medical Center to \$50 million by FY2013

- Document current indigent volume and costs and set targets for future levels
- Provide indigent healthcare that is competitive with prevailing market rates
- Execute Health System Redesign initiatives

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 goals
- Continue to develop organizational measure of effectiveness of departmental quality plans
- In addition to presenting the departmental quality plans and reports to the Medical Center Quality Improvement Committee, present the plans and reports to the Medical Center Executive Management Team where they are evaluated for institutional alignment, relevance and comprehensiveness. These evaluations are rolled up into the institutional dashboard to overall organizational performance

Sustain a State of Constant Regulatory Readiness

- Expand Joint Commission preparation plans for upcoming surveys
- Continue to develop dashboard measures that ensure regulatory readiness and align with County's Shared Vision and Outcome-Based Management System

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of Quality Assessment/ Improvement Plans being monitored	15	17	15	15	15
<b>How Well We Do It (Quality / Efficiency)</b>					
Annual net income	-2%	-1%	0%	0%	0%
Number and percent of Quality Assessment/Improvement Plans meeting targets	--- / 75%	--- / 96%	15 / 75%	15 / 85%	15 / 85%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of success in achieving treatment goals <sup>(1)</sup>	---	---	42%	75%	75%

(1) 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. The methodology was updated to reflect more stringent reporting requirements.

## Administrative and Quality Management Services (6601B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	193.0	204.0	200.0	188.0	(12.0)	188.0
Funded FTE	191.4	203.5	199.5	188.2	(11.3)	188.2
 Total Requirements	 65,001,389	 67,117,030	 73,945,941	 75,890,072	 1,944,131	 77,532,047
Total Sources	(95,192,340)	(101,164,580)	(126,081,960)	(137,986,401)	(11,904,441)	(138,184,273)
Net County Cost	160,193,728	168,281,610	200,027,901	213,876,473	13,848,572	215,716,320

### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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; increases in purchased services; supplies; and other operating costs. These increases provide



needed support for the clinical programs of the Medical Center. Reductions in revenue reflect the increased contractual allowances and write-offs that offset gross revenues budgeted in other program plans.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(14,869,917)	6,501,461	0	0	21,371,378	0

## **2. Adjustments to Reflect Operational Requirements**

Budget reductions have been made to reduce the budget deficit. Most Administrative and Quality Management Services units have reduced requirements for supplies, purchased services, extra help, and general administrative expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(4,334,898)	0	0	(4,334,898)	0

## **3. Health Plan Intergovernmental Transfer (IGT) Increase**

Based on recent discussions with the State, the net revenue from the existing Health Plan IGT will be increased from \$5M to \$6M, resulting in increased gross revenue from \$10M to \$12M.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,000,000	0	0	0	(2,000,000)	0

## **4. Outsource Patient Transportation Services**

In order to generate savings, the function of patient transportation services will be outsourced pending further review by the Board of Supervisors in December 2008. The cost of the outsourcing contract will be more than offset by a reduction of eight filled Utility Worker and Driver positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(241,429)	0	0	(241,429)	(8)

## **5. Bad Debt Claim Increase**

Improvements in claiming methodology related to bad debts will result in increased reimbursements from Medicare.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
200,000	0	0	0	(200,000)	0

## **6. Salary Savings from Hiring Freeze**

Managers at the Medical Center analyzed staffing levels to ensure the most efficient use of positions. This review resulted in the development of a plan that holds identified positions vacant in order to generate savings in labor costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(137,954)	0	0	(137,954)	0

**7. Physician Contracts Restructuring**

Contract appropriation has been reduced to reflect reductions in physician contracts paid "over market" rates. Other contracts have been renegotiated or eliminated as a result of an agreement with the Community Health Network for the Underserved to perform services at low cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(750,000)	0	0	(750,000)	0

**8. Social Worker Move**

Three Social Worker positions were moved from Case Management to the Psychiatry Unit as part of an organizational change. This transfer results in a reduction in costs in Case Management (Administrative and Quality Management) and an increase in costs in the Psychiatry Unit (Patient Care Services).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(323,907)	0	0	(323,907)	(3)

**9. Alignment of Contract Expenses**

This adjustment corrects the WELL budget for Hospital and Outpatient Services contracts. In addition, the budget for drug dispensing fees has been increased to address the higher volume of WELL patients and the shift in the type of WELL patients from those with co-pays to those with fee waivers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	576,664	0	0	576,664	0

**10. ISD Service Increase and IT System Consultant**

Due to updated costs from vendors, ISD charged the Medical Center an additional three percent for its services, affecting four major categories: Administrative Services, Software Maintenance, Tivoli Storage Management (TSM), and Operational Projects. The Medical Center has increased its budget for information services using ISD's revised calculations. In addition, budget adjustments have been made to fund the Siemens Decision Support System (DSS) upgrade. This system supports the Financial Planning and Analysis Unit and provides critical information for other service lines. A consultant will be engaged to review, upgrade, and assist the Financial Planning and Analysis Unit in providing system access.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	339,328	0	0	339,328	0

**11. Contractual Payment Adjustments**

The Medical Center took a conservative approach to budgeting contractuals in May in anticipation of the Medi-Cal cuts. Contractuals are negative accounts serving to adjust or reduce gross revenues to reflect anticipated reimbursement from the State (also known as net patient revenue). The Medical Center is now reducing the amount in contractuals, thereby increasing net patient revenue to offset other budget changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
484,476	0	0	0	(484,476)	0

**12. Administration Reorganization**

The Medical Center has added a new Management Analyst II position to support the increased demand for information and data analyses from the Financial Planning and Analysis team. This will enhance the team's ability to analyze the Medical Center's financials and new initiatives, and provide service line and productivity reporting. A vacant Office Assistant I position and two vacant Utility Worker positions have been

deleted to partially offset this cost. In addition, given the numerous quality and care initiatives (i.e, core measures, patient and employee satisfaction, patient experience) undertaken by Quality Management, a Clinical Services Manager I position has been added.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	214,482	0	0	214,482	2
0	(180,616)	0	0	(180,616)	(3)

### **13. North County Clinic Renovation**

The Redesign Group has identified the need to renovate the space at the North County Clinic. This adjustment provides for the renovation by reducing contractuals and increasing appropriations to allow for the transfer of funds to the Capital Projects budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
281,000	281,000	0	0	0	0

### **TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(11,904,441)	1,944,131	0	0	13,848,572	(12)

### **FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 Revised to the FY 2009-10 Adopted Budget:

### **14. Adjustments to Provide Current Level of Services**

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; merit or step increases; and debt service charge increases. Gross revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
83,128	1,922,975	0	0	1,839,847	0

### **15. Elimination of One-Time Items**

The one-time IT consulting contract to upgrade the Siemen's Decision Support System (DSS) has been eliminated. The Medical Center salary savings account is increased to offset the reduction in contract expenditures. The one time appropriation for the renovation of the space at the North County Clinic has been eliminated in FY 2009-10.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(75,000)	0	0	(75,000)	0
(281,000)	(206,000)	0	0	75,000	0

### **TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(197,872)	1,641,975	0	0	1,839,847	0

## Patient Care Services (6610B)

### Program Locator

County

Health

San Mateo Medical Center—Operating Budget  
Administrative and Quality Management Services

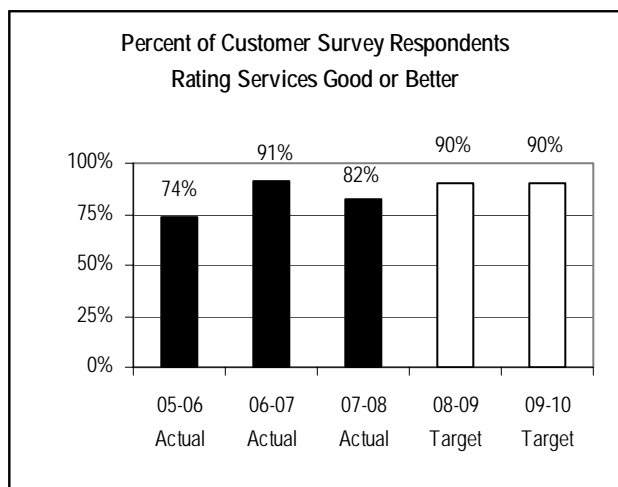
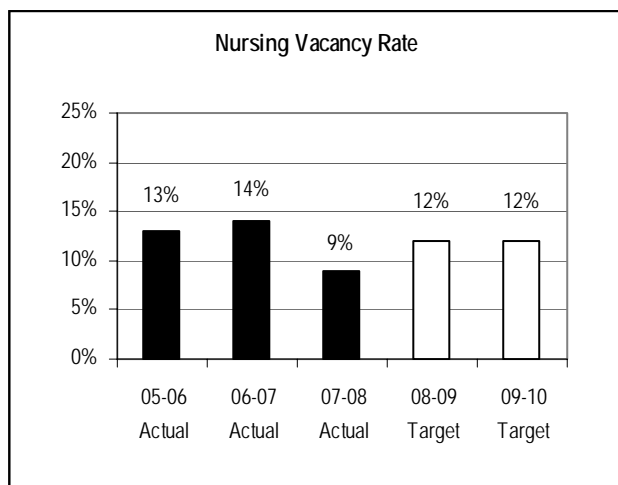
#### ▷ Patient Care Services

Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory 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 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:

- Maintained recruitment and retention plan focusing on hard-to-fill positions, achieving a vacancy rate below the target
- Continued participation in the Integrated Nurse Leadership Program, including a special initiative ("Two Units in Two Years = Zero Medication Error") to reduce medication errors
- Working collaboratively with the Mental Health Department, decreased the incidents of violence in the acute psychiatric unit and developed joint policies between departments
- Participated in CALNOC, the California Coalition for Nursing Outcomes to improve patient care and quality in the nursing department. Achieved better than national benchmark in the number and severity of patient falls.
- Implemented the Medication Administration Check (MAK) project to prevent potential errors in medication administration
- Expanded the comprehensive Surgical Fire Prevention Program, which was lauded as a model program by state surveyor
- Achieved 10% better than national project benchmarks in Surgical Care Improvement Project (SCIP)
- Established unique Medical Psychiatry Clinic to provide better cost effective care, to patients with both medical and psychiatric needs

### Story Behind Performance

Maintaining adequate nursing staff to meet patient care requirements is a key factor in optimizing the flow of patients through the ED or clinics into the inpatient units. This minimizes the ED diversion rate, surgery cancellation, patient transfer, and quality of care issues. The nurse recruiter and the nurse recruiting strategies have enabled SMMC to fill many open positions with one exception, in the Operating Room (OR). One obstacle is the increasing scarcity of OR nurses. Overall, 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 are now conducted by an outside vendor to provide more timely online accessible data, enabling staff to respond more quickly to patient evaluation results. Utilizing a third Operating Room and implementation of a new Emergency Department Information

System (EDIS) have contributed to improved patient flow and patient satisfaction.

**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 control outside labor and premium pay costs
- To maintain service and clinical quality while balancing financial requirements
- To improve the effective utilization of services by managing appropriate levels of care and reducing administrative days (medical/surgical and psychiatric patients)

**Program Objectives**

Patient Care Services will meet performance targets by doing the following:

Maintain a Monthly Nursing Vacancy Rate of no more than 12%

- Conduct continuous recruitment, interviewing, hiring, and retention of nursing staff
- Continue targeted advertising and recruitment for hard-to-fill areas such as the Operating Room (OR)
- Utilize permanent placement registry only as needed
- Continue to work with schools and workforce coalitions to increase number of nursing school graduates

Achieve an Overall Customer Satisfaction Rate of at Least 90%

- Sustain compliance with State nursing ratio requirements
- Maintain utilization of the third OR as workload necessitates
- Implement plans to improve patient flow through the Emergency Department and Units

Reduce Administrative Days

- Increase utilization of clinically appropriate levels of care for medical/surgical and psychiatric patients

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of inpatient days	23,856	27,855	27,775	27,010	27,010
Number of surgeries	2,316	2,390	2,379	2,340	2,340
<b>How Well We Do It (Quality / Efficiency)</b>					
Cost per inpatient day (data development)	---	---	---	---	---
Nursing vacancy rate	13%	14%	9%	12%	12%
Nursing turnover rate	---	11%	9%	10%	10%
Percent of inpatient days by payor source:					
- County	7%	12%	16%	10%	10%
- Medi-Cal/Medicare	71%	69%	76%	70%	70%
- Other payor sources	22%	19%	8%	20%	20%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of patients with pneumonia that have received a pneumococcal vaccination (1)	95%	91%	46%	75%	75%
Percent of patients with congestive heart failure treated with an ACE Inhibitor	100%	100%	77%	85%	85%
Number and percent of customer survey respondents rating services good or better	--- / 74%	--- / 91%	--- / 82%	--- / 90%	--- / 90%

(1) Data collection issues caused decline to 46% in current year.

### Patient Care Services (6610B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	268.0	261.0	264.0	266.0	2.0	266.0
Funded FTE	232.8	221.2	224.2	228.4	4.2	228.4
 Total Requirements	 44,142,332	 48,122,952	 44,287,155	 49,183,407	 4,896,252	 49,570,676
Total Sources	106,824,503	123,935,860	112,899,154	142,174,546	29,275,392	143,727,882
Net County Cost	(62,682,171)	(75,812,908)	(68,611,999)	(92,991,139)	(24,379,140)	(94,157,206)

## Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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; increases in purchased services and supplies; and other operating costs. Gross revenues have been adjusted to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross revenues will be increased, the Medical Center realizes little net revenue gain since reimbursement from the majority of payors is based upon pre-set contract amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
27,775,392	1,959,892	0	0	(25,815,500)	0

#### 2. Adjustments to Reflect Operational Requirements

Appropriations have been adjusted to reflect additional operational needs most notably in contract services and extra help. Reductions have been made to several non-critical patient care expense categories.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,817,711	0	0	3,817,711	0

#### 3. Administrative Day and Revenue Collection Improvement

An anticipated reduction in the number of unreimbursed/underreimbursed administrative days in the psychiatry and medical/surgical units will result in increased revenue. In addition, in order to improve revenue collection, billing services will be moved from Psychiatric Emergency Services to Behavioral Health and Recovery Services.

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

#### 4. San Mateo County Health Foundation Contribution – Keller Center

Revenue has been increased as a result of funds pledged by the San Mateo County Health Foundation for Keller Center operations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
500,000	0	0	0	(500,000)	0

#### 5. Salary Savings from Hiring Freeze

Managers at the Medical Center analyzed staffing levels to ensure the most efficient use of positions. This review resulted in the development of a plan that holds identified positions vacant in order to generate savings in labor costs. In addition, one vacant Clinical Services Manager II position and one filled Clinical Services Manager II position have been eliminated in order to consolidate responsibilities and generate savings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(960,812)	0	0	(960,812)	(2)

**6. Supply Chain Expense Reductions**

Increased compliance with purchasing through the Amerinet contract will result in savings across eleven budget units. Amerinet is a group purchasing organization that provides discounted prices and rebates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(400,636)	0	0	(400,636)	0

**7. Psychiatry Staffing Adjustments**

Three Social Worker positions and one staff nurse were moved from Case Management (Administrative and Quality Management) to the Psychiatry Unit (Patient Care Services) as part of an organizational change. This transfer results in a reduction in costs in Case Management and an increase in costs in the Psychiatry Unit. In addition, due to the change in ratio requirements and state regulations, a part-time Licensed Vocational Nurse (LVN) position is no longer required in the Acute Psychiatry Unit. However, due to the increased reporting requirements to Mental Health, a part-time Community Program Specialist II is required.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	466,684	0	0	466,684	5
0	(35,015)	0	0	(35,015)	(1)

**8. Patient Care Staffing Mix**

Patient Care Services plans to convert two halftime Licensed Vocational Nurse (LVN) positions into two halftime Registered Nurse (RN) positions to help meet the stricter nurse to patient ratio requirements mandated by the State. LVNs cannot perform certain functions, such as nursing admission assessments and intravenous medications. RNs are also needed for cross coverage. Adding RNs ensures that State mandates are met and provide the Medical Center with more flexibility. The nurse to patient ratio requirement was changed from 1:5 to 1:4 in January 2008, for specialized areas in the acute inpatient unit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(84,036)	0	0	(84,036)	(2)
0	130,464	0	0	130,464	2

**9. Dental Program Grant**

The Medical Center has received a grant award of \$2,000 from the Silicon Valley Community Foundation. The Foundation created the original software for the Adult Dental Program and has funded upgrades to the software each year. The grant award provides the support necessary for ISD to upgrade the software.

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

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,275,392	4,896,252	0	0	(24,379,140)	2



## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases and merit or step increases. Gross revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,553,336	389,269	0	0	(1,164,067)	0

### 11. Elimination of One Time-Items

The one time grant award from the Silicon Valley Community Foundation has been eliminated in year two.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(2,000)	0	0	(2,000)	0

### TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,553,336	387,269	0	0	(1,166,067)	0

## Clinical Ancillary and Support Services (6640B)

### Program Locator

County

Health

San Mateo Medical Center—Operating Budget

Administrative and Quality Management Services

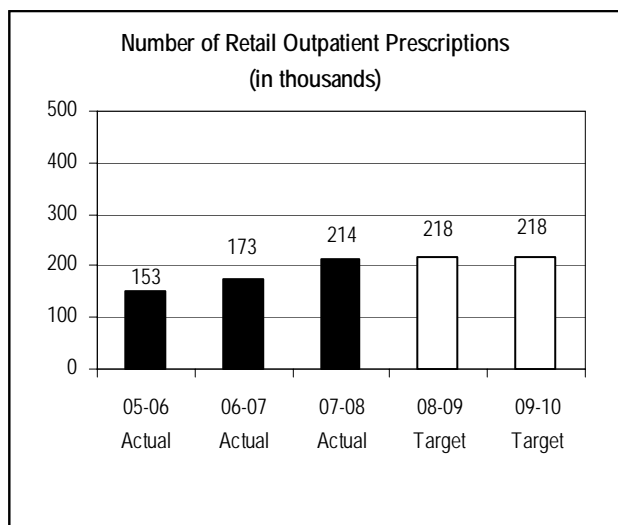
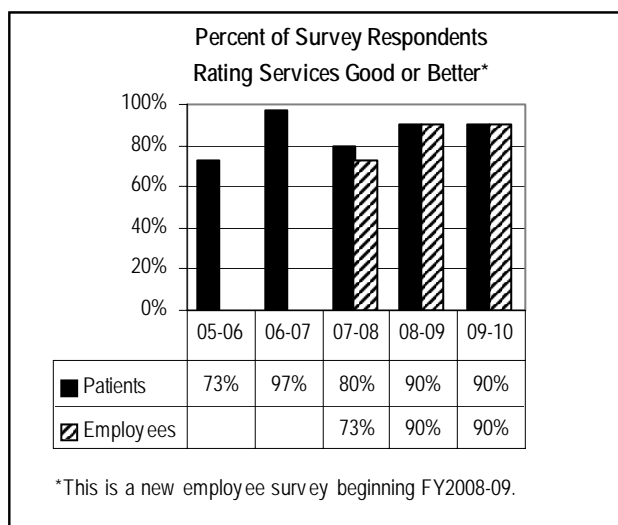
Patient Care Services

▷ **Clinical Ancillary and Support Services**

Long-Term Care Services

Ambulatory Services

### Headline Measures



### Program Outcome Statement

Clinical Ancillary and Support Services supports all programs at San Mateo Medical Center 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, Creative Arts Therapy—as well as seven support services including Food and Nutritional Services, Materials Management, 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:

- Implemented Medication Administration Check (MAK), which uses bar-coding technology to significantly reduce the potential for medication administration errors
- Successfully passed a stringent laboratory survey by the Joint Commission, as well as state surveys for mammography and nuclear medicine
- Maintained pharmaceutical and drug expenditures at 6% below budget when drug costs increased at an average of 8.7%
- Increased treatment levels for orthopedic patients in the Medical-Surgical Unit by Rehabilitation Services, enhancing safe patient discharge with shortened length of stay
- Added creative arts and therapy activity programs that are tailored to meet the ethnic diversity of the residents of Long Term Care
- Continued to reduce laboratory operational costs by outsourcing a number of cytology tests
- Trained all SMMC Department and Clinic Managers on the Hospital Incident Command System (emergency/disaster preparedness)
- Successfully completed the Centers for Medicare and Medicaid Services (CMS) Life Safety Survey with a 100% compliance rating
- Completed all preventive maintenance requirements and implemented a Recycle and Energy Conservation program by switching to energy-efficient lighting, recycling cans and bottles in some areas and composting food products. Awarded \$26,000 rebate from PG&E

### 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 is monitored on a monthly basis. Satisfaction ratings have increased from 73% in FY06 to above 90% in FY08.

Laboratory services successfully expanded to BLTC in August 2007. A feasibility study and financial analysis for expanding pharmacy services to BLTC is currently underway.

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

- To recruit and retain employees in critical, hard-to-fill positions within limited resources and to remain competitive with attractive compensation packages available at non-public hospitals
- To respond to increasingly frequent and more stringent surveys by the Joint Commission, 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
- To maintain service and clinical quality while balancing financial requirements

**Program Objectives**

Clinical Ancillary and Support Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rate of at Least 90%

- Provide results of patient satisfaction surveys to physicians, nursing staff, and departmental managers
- Standardize the methodology used to measure satisfaction

Improve Patient Safety and Increase Staff Efficiency

- Install a state-of-the-art 64-slice CT scanner with significantly improved image quality in 2008. This will result in higher diagnosis accuracy and increased staff productivity
- Expand clinical pharmacy therapy monitoring to reduce the potential for medication errors
- Implement the Mediware Blood Bank Information system in the laboratory to help improve patient safety
- Develop education and prevention programs for Rehabilitation Services patients with chronic diseases
- Implement multidisciplinary nutritional patient care plan
- Restructure Food & Nutrition Services to reduce cost and improve staff efficiency
- Consider outsourcing to achieve further cost reductions

Continue to Implement and Monitor Supply Cost Savings Initiatives

- Coordinate with staff and physicians to achieve savings in Materials Management and Laboratory supplies expense

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of lab tests	306,888	330,718	349,821	344,348	344,348
Number of imaging procedures	49,615	52,726	54,194	54,254	54,254
Number of retail outpatient prescriptions <sup>(1)</sup>	153,256	173,384	214,362	218,000	218,000
<b>How Well We Do It (Quality / Efficiency)</b>					
Cost per lab test (data development)	---	---	---	---	---
Cost per imaging procedure (data development)	---	---	---	---	---
Cost per prescription (data development)	---	---	---	---	---
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of customer survey respondents rating services good or better					
- Patients	--- / 73%	--- / 97%	--- / 80%	--- / 90%	--- / 90%
- Employees	--- / ---	--- / ---	--- / 73%	--- / 90%	--- / 90%

<sup>(1)</sup> Includes Main Campus retail pharmacy and contract pharmacies for satellite clinics

### Clinical Ancillary and Support Services (6640B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	245.0	237.0	239.0	229.0	(10.0)	229.0
Funded FTE	240.0	232.3	236.3	227.3	(9.0)	227.3
 Total Requirements	 43,309,945	 44,557,468	 47,296,191	 46,185,263	 (1,110,928)	 46,816,059
Total Sources	77,365,309	74,646,347	82,959,605	85,699,846	2,740,241	86,804,986
 Net County Cost	 (34,055,364)	 (30,088,878)	 (35,663,414)	 (39,514,583)	 (3,851,169)	 (39,988,927)

#### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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; increases in purchased services and supplies; and other operating costs. Gross revenues have been adjusted to reflect a 10% chargemaster increase to bring charges to market levels.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,486,215	1,485,481	0	0	(1,000,734)	0

### 2. Adjustments to Reflect Operational Requirements

Budget reductions have been made to reduce the budget deficit. Most Clinical Ancillary and Support Services departments have reduced requirements for supplies, purchased services, extra help, and general administrative expenses. In addition, managers at the Medical Center analyzed staffing levels to ensure the most efficient use of positions. This review resulted in the development of a plan that holds identified positions vacant in order to generate savings in labor costs. Additionally, one filled Program Services Manager I position has been eliminated in order to consolidate responsibilities and generate further savings.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(2,419,345)	0	0	(2,419,345)	(1)

### 3. Changes in Meal Preparation and Delivery

In order to reduce labor costs a cook-chill system will be leased. This will eliminate eight filled positions effective October 1st, 2008; including one Cook I, one Dietetic Technician, six Food Service Worker II positions, two vacant Food Service Worker IIs and one vacant Dietetic Technician. The cook-chill system allows for food to be cooked in bulk and chilled resulting in less time needed for meal preparation and delivery. The savings from the eliminated positions is offset partially by increased costs due to the cook-chill implementation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(349,362)	0	0	(349,362)	(11)

### 4. Gilead Sciences Grant

Two grant funded positions are being added to the Clinical Trials and Research Unit. These include a Community Disease Investigator and a Sexually Transmitted Disease (STD) Surveillance Coordinator and are funded by Gilead Sciences. These positions will help augment HIV partner services in San Mateo County by offering third party partner notification services to all newly HIV diagnosed persons in the county with acute, early and chronic infection as well as known HIV infected persons with new reportable bacterial STDs such as syphilis, gonorrhea and chlamydia. The goals of the project are to expand partner services from bacterial STDs to include HIV infection. This grant is expected to continue through FY 2009-10.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
254,026	172,298	0	0	(81,728)	2

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,740,241	(1,110,928)	0	0	(3,851,169)	(10)

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; merit or step increases and contract service increases. Gross revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,105,140	630,796	0	0	(474,344)	0

## Long-Term Care Services (6680B)

### Program Locator

County

Health

San Mateo Medical Center—Operating Budget

Administrative and Quality Management Services

Patient Care Services

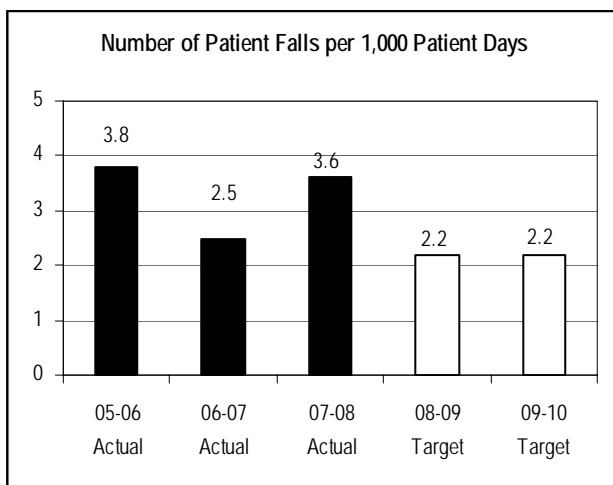
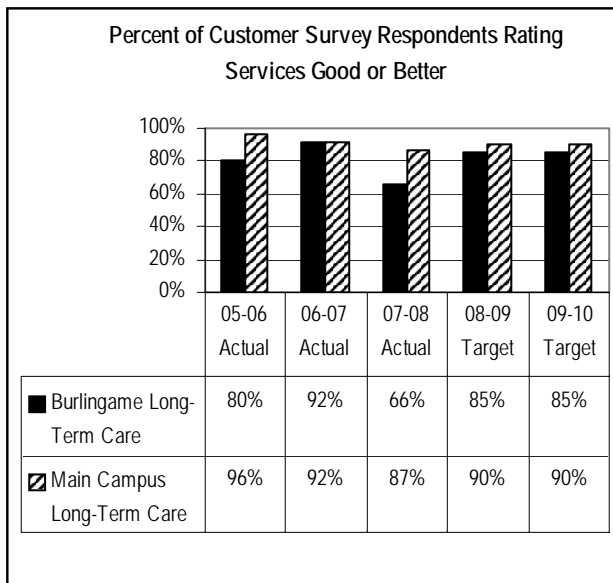
Clinical Ancillary and Support Services



**Long-Term Care Services**

Ambulatory Services

### Headline Measures



### Program Outcome Statement

Long term Care (LTC) Services provides licensed nursing care and rehabilitation services on a 24-hour basis to residents 18 years and older so that their long-term health care needs are met with dignity and privacy in a safe, comfortable, and compassionate environment.

### Services and Accomplishments

Long Term Care Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating two 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—Main Campus Long Term Care with 64 beds and Burlingame Long Term Care 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 surveys, with no substandard care identified
- Maintained physical restraint-free environments at both campuses
- Performed at better than benchmarks in infection control
- Continued upgrades of the BLTC physical plant
- Maintained a better than average rate of pressure ulcers among residents (less than 2%)

### 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. This contributes to customer satisfaction as well as patient safety and regulatory requirements. Customer satisfaction data is not yet available for the current fiscal year for BLTC (available in May 2008). The low score (81%) at Main Campus is believed to be a result of an insufficient sample size rather than an actual low satisfaction rate.

An important goal of Long Term Care Services is to minimize patient falls through preventive measures. These include 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.

One unit (32 beds) was closed at the Main Campus location this year to achieve better operating efficiencies system-wide; this resulted in

a decrease in the average daily census (ADC) at the Main Campus from the previous year.

**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 complete construction and campus improvements at BLTC
- To meet the Life Safety Standards: 2000 regulations for both campuses through development of protocols, policies and structural improvements
- To continue to develop programs to meet the specific needs of a diverse resident population
- To maintain service and clinical quality while balancing financial requirements

**Program Objectives**

Long-Term Care Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rate 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

Maintain Level of Patient Falls to 2.2 per 1,000 Patient Days at Main Campus and BLTC

- 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 266 at BLTC

- Implement the operational plan for campus management
- Develop community contacts and strategies for promotion of available services



## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Average daily census					
- Burlingame Long-Term Care	246	248	261	266	266
- Main Campus Long-Term Care	56	57	32	30	30
<b>How Well We Do It (Quality / Efficiency)</b>					
Cost per patient day (data development)	---	---	---	---	---
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of patient falls per 1,000 patient days	3.8	2.5	3.6	2.2	2.2
Percent of customer survey respondents rating services good or better:					
- Burlingame Long-Term Care <sup>(1)</sup>	80%	92%	66%	85%	85%
- Main Campus Long-Term Care	96%	92%	87%	90%	90%

<sup>(1)</sup>The decrease is due to the increased number of surveys conducted and complaints related to response time and the quality of food.

### Long-Term Care Services (6680B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	291.0	272.0	273.0	273.0		273.0
Funded FTE	227.6	219.6	220.6	216.3	(4.2)	216.3
<b>Total Requirements</b>	29,321,191	29,188,011	26,160,494	27,669,000	1,508,506	28,178,414
<b>Total Sources</b>	70,651,437	68,329,297	93,940,488	78,818,223	(15,122,265)	80,015,340
<b>Net County Cost</b>	(41,330,246)	(39,141,286)	(67,779,994)	(51,149,223)	16,630,771	(51,836,926)

### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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; increases in purchased services and supplies; and other operating costs. Gross revenues have been adjusted to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross revenues will be increased, the Medical Center realizes little net revenue gain since reimbursement from the majority of payors is based upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(15,872,265)	842,805	0	0	16,715,070	0

**2. Adjustments to Reflect Operational Requirements**

Appropriations have been adjusted to reflect additional operational needs, most notably in extra help to maintain mandated staffing ratios at Burlingame and Main Campus LTC.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,055,459	0	0	1,055,459	0

**3. Long-Term Care Performance Improvement**

Improved financial performance within the Long-Term Care (LTC) services area is expected with the efforts to increase the enrollment and retention of Medi-Cal for LTC patients, with the support of the Human Services Agency. Operational improvements will also be undertaken to enhance performance and service, which includes purchasing through the Amerinet contract which will result in savings across eleven budget units. Amerinet is a group purchasing organization that provides discounted prices and rebates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
750,000	(292,839)	0	0	(1,042,839)	0

**4. Salary Savings from Hiring Freeze**

Managers at the Medical Center analyzed staffing levels to ensure the most efficient use of positions. This review resulted in the development of a plan that holds identified positions vacant in order to generate savings in labor costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(99,490)	0	0	(99,490)	0

**5. Long Term Care Position Adjustments**

LTC has deleted a vacant Licensed Vocational Nurse (LVN) position and has added a part-time Staff Nurse position. The majority of the costs of the new position has been offset by the deletion of the LVN. The LTC unit has a greater need for staff nurses which function independently. LVNs cannot perform functions such as nursing admission assessments, IV medications and admixtures, among others, and need staff nurses for "cross coverage". The presence of staff nurses provides the Medical Center with more efficient options.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	65,232	0	0	65,232	1
0	(62,661)	0	0	(62,661)	(1)

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(15,122,265)	1,508,506	0	0	16,630,771	0

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; merit or step increases and contract service increases. Gross revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,197,117	509,414	0	0	(687,703)	0

## Ambulatory Services (6850B)

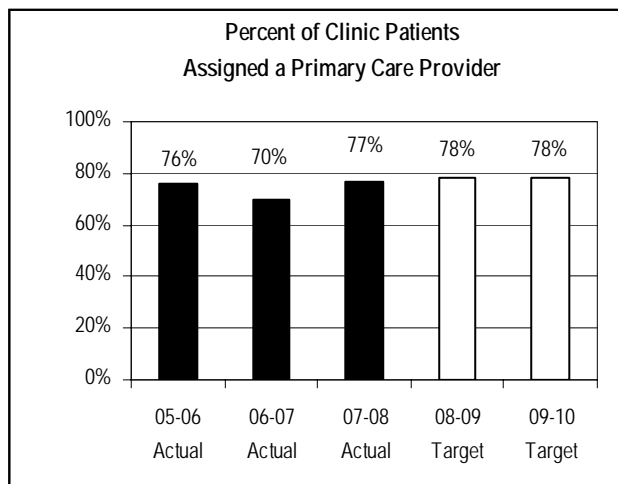
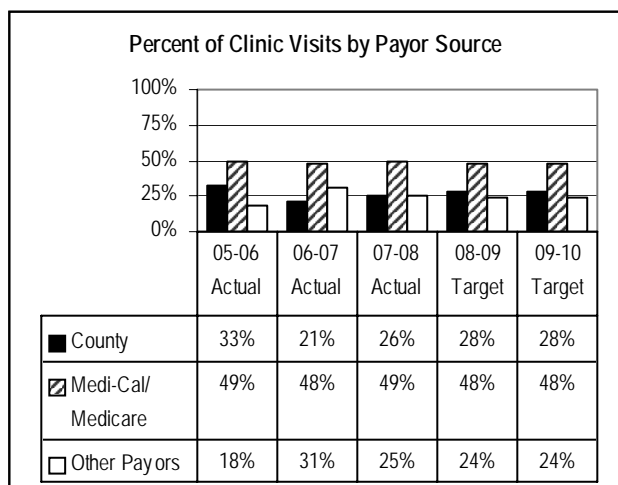
### Program Locator

#### 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 Services

### Headline Measures



### Program Outcome Statement

Ambulatory 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 at the main campus. 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 Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating 11 clinics throughout the County that provide primary healthcare, preventive services, and limited public health services. Geographically, this includes three North County Clinics (Daly City Clinic, South San Francisco Clinic, and Daly City Youth Health Center); four Mid-County clinics (Main Campus Clinics, Ron Robinson Senior Care Center, and Coastside Clinic); and five South County clinics (Willow Clinic, Fair Oaks Clinic, Fair Oaks Children's Clinic, Sequoia Teen Wellness Center, and the Methadone Clinic). At the 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 Services also work with the Health Department to provide services at the Edison Clinic, located in the San Mateo Medical Center.

The following are the major accomplishments in the current year:

- Successfully competed for a Coverage Initiative grant from the State of California, which will provide more than \$10 million a year for the next three years to (1) expand access to 2100 uninsured individuals and (2) implement a "radically redesigned" clinic that will focus on chronic disease management and high utilizers of service
- Expanded the Medical Center's ability to implement a chronic disease management system of care by (1) participating in the Safety Net Institute's project called Spreading Effective and Efficient Diabetes Care for California's Public Hospitals (SEED), which focuses on improving quality of care for patients with chronic disease, chiefly diabetes and (2) participating in the Rand/McColl randomized control trial analyzing a unique "toolkit" designed to spread chronic disease care management principles
- Opened a new Pain Management Clinic, which served 250 patients in its first year and reduced overall utilization and costs, while improving quality of service. It won a California Association of Public Hospitals (CAPH) Quality Leader, Honorable Mention award
- In 2005-06 and 2006-07, received a total of \$1.8 million in grant funds to implement a new ambulatory electronic medical record (AEMR) system. In 2007-08, that was augmented by a \$400,000 PHASE (Preventing Heart Attacks and Strokes Everyday) grant from Kaiser Community Benefit to assist in implementing the ambulatory electronic medical record system specifically to achieve clinical improvements in chronic disease. AEMR will be implemented in 2008
- Expanded pediatric clinic hours on nights and weekends at the Medical Center's Main Campus this year with expansion

currently underway for South San Francisco and Daly City. Further increase in pediatric services is expected in the South County in 2008

- Received \$1.9 million from the San Mateo County Health Foundation to expand the Ron Robinson Senior Care Center, including to Daly City, and to extensively renovate the Fair Oaks Children's Clinic
- Continued to keep system-wide cycle time to less than 60 minutes, successfully accomplishing the goal for the year

### Story Behind Performance

Ambulatory Services provides high quality care to 60,000 individuals each year with approximately 214,000 visits. 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 non-English speaking persons. In the absence of national or State-level solutions to the problem of the uninsured, these rising needs are being addressed by Ambulatory 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."

Assigning 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. In FY 2007-08, the percent of patients who have been assigned a Primary Care Provider is below target due to provider turnover. The number of Senior Care Center visits decreased in FY 2007-08 because of provider vacancies.

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 Department, 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 two years continue to be:

- To expand chronic disease care management
- 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
- To expand clinic access for seniors and children

### Program Objectives

Ambulatory 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 assignments through quality control of patient registrations

#### Achieve An Overall Customer Satisfaction Rate Of At Least 90%

- Decrease clinic wait times through focused and continuous review of patient flow from check-in to check-out
- Continue customer service training for all staff specifically in the area of service recovery and complaint resolution

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of clinic outpatient visits	210,605	212,109	218,106	235,977	235,977
Number of Senior Center visits	8,770	10,613	9,893	10,877	10,877
<b>How Well We Do It (Quality / Efficiency)</b>					
Cycle time (in minutes) (data development)	---	56	57	60	60
Percent of clinic visits by payor:					
- County	33%	21%	26%	28%	28%
- Medi-Cal/Medicare	49%	48%	49%	48%	48%
- Other Payor Sources	18%	31%	25%	24%	24%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number and percent of customer survey respondents rating services good or better	--- / 92%	--- / 96%	--- / 98%	--- / 90%	--- / 90%
Number and percent of clinic patients assigned a Primary Care Provider (PCP)	--- / 76%	--- / 70%	--- / 77%	--- / 78%	--- / 78%

### Ambulatory Services (6850B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	317.0	393.0	393.0	387.0	(6.0)	387.0
Funded FTE	288.5	356.2	356.2	353.1	(3.1)	353.1
<b>Total Requirements</b>	34,550,139	37,873,480	49,046,203	47,028,665	(2,017,538)	47,986,647
<b>Total Sources</b>	56,676,087	61,112,018	77,018,697	77,250,193	231,496	77,719,908
<b>Net County Cost</b>	(22,125,948)	(23,238,538)	(27,972,494)	(30,221,528)	(2,249,034)	(29,733,261)

### Discretionary 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 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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; increases in purchased services and supplies; and other operating costs. Gross revenues have been adjusted to reflect a 10% chargemaster increase to bring charges to market levels.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,402,126)	1,920,684	0	0	6,322,810	0

**2. Salary Savings from Hiring Freeze**

Managers at the Medical Center analyzed staffing levels to ensure the most efficient use of positions. This review resulted in the development of a plan that holds identified positions vacant in order to generate savings in labor costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(4,129,460)	0	0	(4,129,460)	0

**3. Enrollment, Eligibility and Retention Improvements**

Initiative to improve enrollment and retention in public health insurance programs, with a focus on Medi-Cal with assistance from the Human Services Agency, will result in increased Medi-Cal revenues. Projected revenue includes work at Daly City Youth Health Center and Sequoia Teen Wellness Center, where opportunities exist to increase Medi-Cal Minor Consent reimbursement at Federally Qualified Health Center (FQHC) rates.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,400,000	0	0	0	(1,400,000)	0

**4. Expansion of Services**

An anticipated increase of 6,000 pediatric visits in South County (3,000 for Fair Oaks and 3,000 for Willow) for FY 2008-09 will result in increased revenues. Also, prenatal care services are being expanded and obstetric services are being reconfigured. These initiatives are expected to provide improved access to prenatal care and allow patients who reside in the Mid and North Counties to deliver closer to home.

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

**5. Productivity Improvement**

An estimated 2,985 visits will be added by increasing physician productivity and converting nurse visits to provider visits. These additional visits will result in increased revenue.

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

**6. ACE Program Position Reductions**

Ambulatory Services conducted a review of their staffing needs and vacant positions in order to identify additional position reductions. As a result of this review, eight vacant Access and Care for Everyone (ACE) positions have been deleted, resulting in ongoing savings of \$671,832.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(671,832)	0	0	(671,832)	(8)

**7. Reorganization in Ambulatory Services**

Due to the reorganization in Ambulatory Services, a vacant Supervising Physician at Fair Oaks, a Clinics Manager and two vacant Utility Worker II positions were deleted and a new Medical Program Manager position was created in Clinic Administration. In addition, a Nurse Practitioner and a Psychiatric Social Worker I have been added to the Pain Management Clinic. A corresponding decrease has been made to contract services to offset these costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(435,814)	0	0	(435,814)	(4)
0	469,526	0	0	469,526	3

**8. Staffing Adjustments**

The budget for drug dispensing contract expenses has been moved from Ambulatory Services (6850B) to the WELL program, which resides in Administrative Services (6601B). These deletions are offset by the addition of two Pediatric Physicians at the Fair Oaks and Willow Clinics to support the increase in pediatric visits. The two clinics expect an additional 6,000 visits in FY 2008-09. The Medical Center expects the labor costs of the physicians to be fully covered by the gross patient revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(279,190)	0	0	(279,190)	0
451,918	451,918	0	0	0	2

**9. Adjustments to Reflect Operational Requirements**

Appropriations have been adjusted to reflect additional operational needs most notably in drugs and extra help. Increased costs are partially offset by reductions made to several non-critical patient care expense categories.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	339,467	0	0	339,467	0

**10. Grant Awards**

Revenue has been increased as a result of funds pledged by the San Mateo County Health Foundation for the Ron Robinson Senior Care Center. In addition Ambulatory Services is adding a system administrator to help implement an Ambulatory Electronic Medical Record (AEMR) System in outpatient settings of the Medical Center. This position is fully funded by a two year grant from Kaiser Community Benefits. Also the Medical Center has received a grant award of \$2,000 from the Silicon Valley Community Foundation. The Foundation created the original software for the Adult Dental Program and has funded upgrades to the software each year. The grant award provides the support necessary for ISD to upgrade the software.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
702,000	200,000	0	0	(502,000)	1

**11. Clinic Operational Adjustments**

Public Health is using a van for its mobile clinic and therefore space that is no longer needed will be used by the Medical Center. Rent that was previously paid by Public Health has been transferred to the Medical Center. In addition, the Medical Center has increased the budget for Contract Custodial Services to reflect the new contract price at its Daly City clinic. This expense will be offset with reimbursement revenue from other tenants occupying the facility. Tenants include Behavioral Health and Recovery Services, Public Health's Women, Infant & Children



(WIC), Pre to 3, ISD, and Environmental Health.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
79,704	117,163	0	0	37,459	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
231,496	(2,017,538)	0	0	(2,249,034)	(6)

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases; merit or step increases. Gross revenues will increase due to increased patient volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
471,715	957,982	0	0	486,267	0

**13. Elimination of One Time-Items**

The one time grant award from the Silicon Valley Community Foundation has been eliminated in year two.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,000)	0	0	0	2,000	0

**TOTAL FY 2009-10 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
469,715	957,982	0	0	488,267	0

## Medical Center Capital Purchases (6750D)

### Budget Unit Locator

County

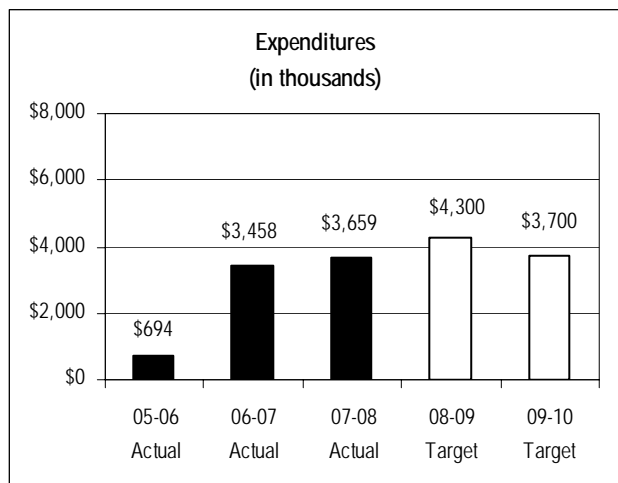
Health

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.



### Discretionary Net County Cost

There is no Net County Cost associated with the Medical Center's capital appropriations. Funding is currently provided by Hospital Foundation and federal grants.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made for the Ron Robinson Senior Care Center expansion, the Fair Oaks Clinic remodel and the CT scanner purchase and installation.

Revenue/Sources	41,200
Appropriations	41,200
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

### 2. Transfers of Trust Fund Balance

The County recently concluded Phase I of a two-phase comprehensive review of all County trust funds to ensure that trust funds are being used for their intended purpose and to identify inactive trust funds and determine the disposition of the remaining balances. During the Phase I review it was determined that the Medical Center's Capital Reserve Fund was inactive and should be closed. The Capital Reserve Fund contains bond proceeds from the 1994 Health Center Project that must be used to pay for future capital projects/purchases. The trust fund will be closed during FY 2008-09 and the proceeds will be transferred to the Medical Center Capital Purchases budget unit. Medical Center staff is currently reviewing a list of capital and facility needs to determine which projects will be funded by these proceeds.

Revenue/Sources	681,582
Appropriations	681,582
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

**3. North County Clinic Renovation**

The Redesign Group has identified the need to renovate the space at the North County Clinic. This adjustment provides for the funding of the renovation under the Capital Projects budget.

Revenue/Sources	0
Appropriations	281,000
Intrafund Transfers	(281,000)
Reserves	0
Net County Cost	0
Positions	0

**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	722,782
Appropriations	1,003,782
Intrafund Transfers	(281,000)
Reserves	0
Net County Cost	0
Positions	0

**5. Elimination of North County Clinic Renovation Appropriation**

The one time appropriation for the renovation of the space at the North County Clinic has been eliminated.

Revenue/Sources	0
Appropriations	(281,000)
Intrafund Transfers	281,000
Reserves	0
Net County Cost	0
Positions	0

**TOTAL FY 2009-10 FUNDING ADJUSTMENTS**

Revenue/Sources	(681,582)
Appropriations	(962,582)
Intrafund Transfers	281,000
Reserves	0
Net County Cost	0
Positions	0

**FY 2009-10 Funding Adjustments****4. Elimination of One-Time Capital Reserve Fund Transfer**

The one-time transfer from the Capital Reserve Fund is eliminated in year two.

Revenue/Sources	(681,582)
Appropriations	(681,582)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Medical Center Capital Purchases (6750B)  
 Medical Center Enterprise Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues			800,000	800,000		800,000
Interfund Revenue		18,510	858,800		(858,800)	
Miscellaneous Revenue	3,458,450	1,253,774	2,000,000	2,900,000	900,000	2,900,000
Other Financing Sources		658,800		681,582	681,582	
<b>Total Revenue</b>	3,458,450	1,931,084	3,658,800	4,381,582	722,782	3,700,000
<b>TOTAL SOURCES</b>	3,458,450	1,931,084	3,658,800	4,381,582	722,782	3,700,000
<b>REQUIREMENTS</b>						
Services and Supplies	14,026	325,382				
Fixed Assets	3,338,999	1,588,830	3,648,800	3,700,000	51,200	3,700,000
Other Financing Uses	54,613	16,873	10,000	962,582	952,582	
Intrafund Transfers				(281,000)	(281,000)	
<b>Net Appropriations</b>	3,407,637	1,931,084	3,658,800	4,381,582	722,782	3,700,000
Contingencies/Dept Reserves	50,813					
<b>TOTAL REQUIREMENTS</b>	3,458,450	1,931,084	3,658,800	4,381,582	722,782	3,700,000

## Contributions to Medical Center (5850D)

### Budget Unit Locator

County

Health

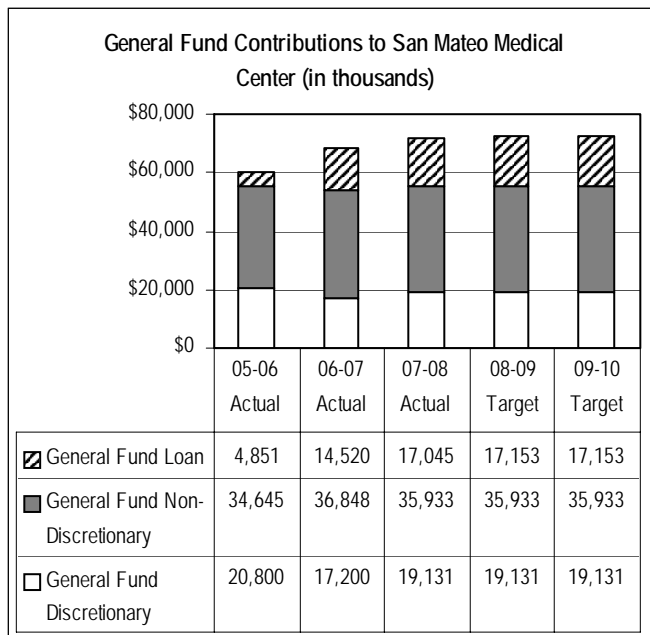
San Mateo Medical Center

**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, eleven 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 2008-09, a \$17,152,526 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.



### Discretionary Net County Cost

The portion of this budget unit's FY 2008-09 Adopted Budget that is funded by the General Fund is \$72,109,653. The Medical Center is in the process of reviewing its mandated requirements in meeting the California Welfare and Institutions Code, Section 17000. The discretionary amount includes the care provided to San Mateo residents in Long Term Care, Acute Hospital Care, Inpatient and

Emergency Psychiatric Care, and Outpatient care to patients who do not qualify for the county's indigent program, or for whom Medicare and MediCal do not fully cover the costs.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

#### 1. Adjustments to Revenue Sources and Contribution Amounts

Realignment VLF revenues have been increased while Tobacco settlement revenues have decreased. Budgeted contributions have also increased to balance the Medical Center operating budget, including negotiated salary and merit increases. Appropriations have been also increased to reflected an increased Health Plan of San Mateo (HPSM) intergovernmental transfer (IGT). This program allows the State to use IGT payments provided by participating hospitals as matching funds to draw down federal funds.

Revenue/Sources	(187,654)
Appropriations	1,000,000
Intrafund Transfers	0
Reserves	0
Net County Cost	1,187,654
Positions	0

#### 2. One-time Reduction in General Fund Contribution

The County recently concluded Phase I of a two-phase comprehensive review of all County trust funds to ensure that trust funds are being used for their intended purpose and to identify inactive trust funds and determine the disposition of the remaining balances. During the Phase I review two trust funds that belong to the Medical Center were determined to be inactive. The SB 855 Trust Fund containing SB 1732 funds and the LTC Settlement Fund containing a modest fund balance will be closed and the proceeds transferred to the Medical Center. A corresponding reduction is made to the General Fund contribution.

Revenue/Sources	0
Appropriations	(107,627)
Intrafund Transfers	0
Reserves	0
Net County Cost	(107,627)
Positions	0

**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	(187,654)
Appropriations	892,373
Intrafund Transfers	0
Reserves	0
Net County Cost	1,080,027
Positions	0

**FY2009-10 Adopted Budget****3. Elimination of One-Time Item**

The one-time transfer of trust fund balances to the Medical Center in FY 2008-09 is eliminated in year two. A corresponding increase is made to the General Fund contribution.

Revenue/Sources	0
Appropriations	107,627
Intrafund Transfers	0
Reserves	0
Net County Cost	107,627
Positions	0

Contributions to Medical Center (5850B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	12,355,599	12,482,625	12,482,625	12,755,011	272,386	12,755,011
Miscellaneous Revenue	6,870,315	7,021,850	7,828,854	7,368,814	(460,040)	7,368,814
<b>TOTAL SOURCES</b>	19,225,914	19,504,475	20,311,479	20,123,825	(187,654)	20,123,825
<b>REQUIREMENTS</b>						
Services and Supplies	15,780,490	13,653,946	19,000,000	20,000,000	1,000,000	20,000,000
Other Charges	2,281,715	8,557,803				
Other Financing Uses	54,505,877	55,064,753	58,217,280	58,109,653	(107,627)	58,217,280
<b>Gross Appropriations</b>	72,568,082	77,276,502	77,217,280	78,109,653	892,373	78,217,280
<b>TOTAL REQUIREMENTS</b>	72,568,082	77,276,502	77,217,280	78,109,653	892,373	78,217,280
<b>NET COUNTY COST</b>	53,342,168	57,772,027	56,905,801	57,985,828	1,080,027	58,093,455

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# *Children, Youth and Family Services*

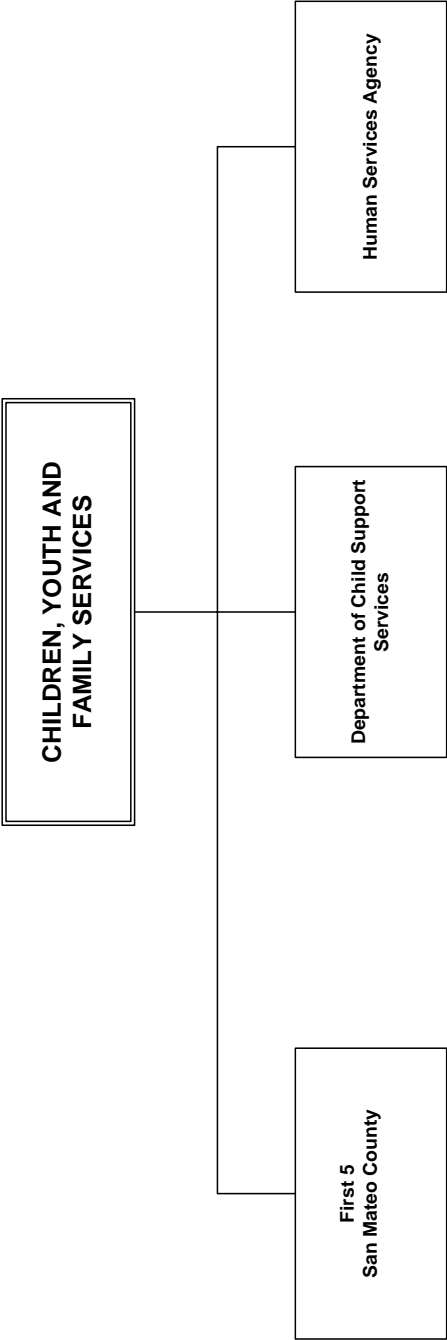


*Adopted Budget  
FY 2008-09  
FY 2009-10*



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 2008-09 and 2009-10 All Funds Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>General Fund Budgets</b>						
Department of Child Support Services	10,998,958	11,026,033	11,411,334	11,396,949	(14,385)	11,396,949
Human Services Agency	159,856,182	168,465,531	196,889,340	203,965,207	7,075,867	204,312,093
<b>Total General Fund</b>	<b>170,855,140</b>	<b>179,491,564</b>	<b>208,300,674</b>	<b>215,362,156</b>	<b>7,061,482</b>	<b>215,709,042</b>
<b>Total Requirements</b>	<b>170,855,140</b>	<b>179,491,564</b>	<b>208,300,674</b>	<b>215,362,156</b>	<b>7,061,482</b>	<b>215,709,042</b>
<b>Total Sources</b>	<b>153,075,783</b>	<b>158,183,296</b>	<b>182,459,097</b>	<b>188,452,603</b>	<b>5,993,506</b>	<b>188,404,737</b>
<b>Net County Cost</b>	<b>17,779,357</b>	<b>21,308,269</b>	<b>25,841,577</b>	<b>26,909,553</b>	<b>1,067,976</b>	<b>27,304,305</b>

#### AUTHORIZED POSITIONS

Salary Resolution	922.0	950.0	950.0	954.0	4.0	954.0
Funded FTE	905.8	942.4	942.4	950.2	7.9	950.2

#### FOR INFORMATION ONLY:

First 5 San Mateo County	52,285,631	46,809,069	47,839,778	46,153,012	(1,686,766)	41,463,277
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## 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 an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development to ensure that children are ready to enter school. The Act also created a State Commission and 58 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 County Health Department, the Director of the Human Services Agency, the County Superintendent of Schools, and five public members appointed by the Board of Supervisors from the fields of early childhood education, healthcare, and family support.

First 5 San Mateo County is committed to maximize the impact of its funding strategies to support children, prenatal through age five, so that they are well positioned to succeed in school and in life. To date, First 5 San Mateo County, has invested over \$63 million in young children throughout the county. Recognizing that funds are expected to decrease in future years, the Commission adopted an innovative 10-year financial plan in 2001, which is reviewed and updated annually if changes are recommended. The last revision to the Long Term Financial Plan was approved in 2008. The plan provides a framework to promote sustainability of projects by investing in broad initiatives that support systemic change. To address the complex needs of children and families, First 5 San Mateo County promotes a comprehensive and integrated System of Care that includes targeted funding to high priority communities, complemented by countywide strategic efforts. Given limited resources, the Commission has instituted an annual spending threshold that results in a more stable, step-down funding strategy. By continuing to collaborate with the community and grantees, First 5 anticipates working with their partners to promote service delivery improvement and systems change strategies to provide a comprehensive, culturally and linguistically competent, family-focused system of care for children 0-5 in San Mateo County.

During this past year, the Commission met, discussed, and analyzed community needs, program related information, and financial data, which built upon the System of Care framework that the Commission developed in 2006. A Strategic Planning Ad Hoc Advisory Committee was formed to begin a comprehensive revision of the Strategic Plan to ensure that the System of Care strategies were aligned with desired outcomes. As a result, a multi-year Strategic

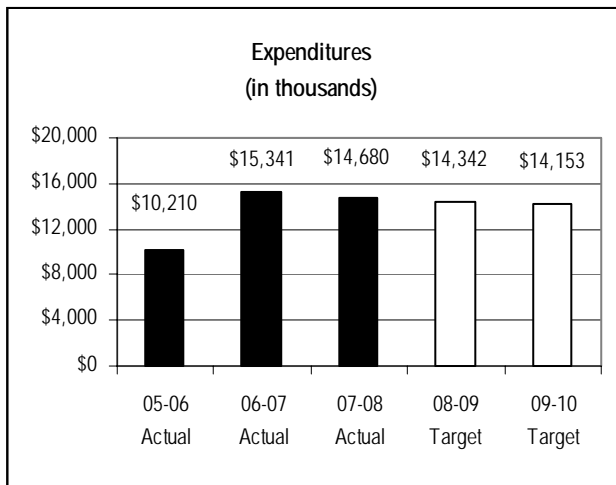
Plan (2009-15) was approved by the Commission at a public hearing in September 2008. Under an umbrella of eight desired outcomes, the Strategic Plan is organized by four focus areas (System of Care): Early Learning, Child Health and Development, Family Support and Engagement, and Communication and Systems Change.

In FY 2008, First 5 San Mateo County continued with the implementation of the Watch Me Grow - *Special Needs Project* – a comprehensive three-year demonstration project designed to develop the capacity of child and family-serving systems countywide. This project serves and supports children with special needs and their families by coordinating and securing access to services. At a demonstration site located in a targeted community, this project provides early developmental screenings and appropriate referral processes countywide.

Additional strategic investments of First 5 San Mateo County include Preschool for All, Prenatal-to-Three's home visiting component, the Children's Health Initiative (CHI), and SmartKids (Child Care Facilities Expansion Fund). Preschool for All allows for preschool services to be universally available in two target communities of the Redwood City and Ravenswood School Districts. Through the Prenatal-to-Three's home visiting component, home visits, health screenings, and long-term case management services are provided to at-risk families with young children. The Children's Health Initiative provides access to quality healthcare for San Mateo County children. Since July 2003, this has resulted in more than 5,000 children being enrolled in one of three health insurance programs for low-income families. Since the inception of SmartKids, the support of high quality care for young children has increased by over 1,500 spaces.

First 5 San Mateo County carefully plans and responsibly approaches the issues of systems change, policy change, and service delivery improvement.

First 5 San Mateo County recognizes that this work is the result of collaborative efforts and a 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made as follows: negotiated labor increases; inclusion of merit increases; a projected decrease in tobacco tax revenue through Proposition 10 monthly allocations; scheduled end of supplemental funding for the Children's Health Initiative Program pending availability of matching funds from First 5 California; overall reductions in other operating costs, excluding consultant expense for the biannual Evaluation Program, Family Surveys; maintained the same level of project contributions to reflect the spending threshold approved by the First 5 San Mateo County Commission to support the System of Care.

Revenue/Sources	(1,686,766)
Appropriations	(337,582)
Intrafund Transfers	0
Reserves	(1,349,184)
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made as follows: negotiated labor increases; inclusion of merit increases; an anticipated decline in tobacco tax revenue; and a reduction in Reserves reflecting the use of Fund Balance to offset the gap between new revenue and expenditures for the System of Care.

Revenue/Sources	(4,689,735)
Appropriations	(189,200)
Intrafund Transfers	0
Reserves	(4,500,535)
Net County Cost	0
Positions	0

First 5 San Mateo County (1950B)  
First 5 Fund (Information Only)

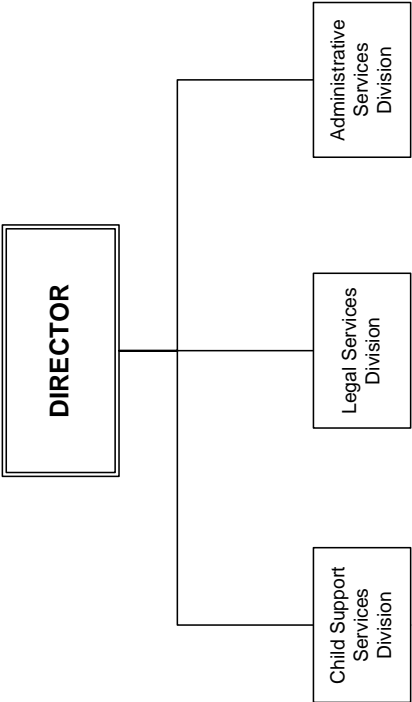
FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	1,602,201	1,520,814	1,100,000	1,100,000		950,000
Intergovernmental Revenues	10,702,988	9,715,787	9,530,201	9,230,986	(299,215)	8,702,861
Miscellaneous Revenue	264,774		265,000		(265,000)	
<b>Total Revenue</b>	<b>12,569,962</b>	<b>11,236,602</b>	<b>10,895,201</b>	<b>10,330,986</b>	<b>(564,215)</b>	<b>9,652,861</b>
Fund Balance	39,715,669	35,572,468	36,944,577	35,822,026	(1,122,551)	31,810,416
<b>TOTAL SOURCES</b>	<b>52,285,631</b>	<b>46,809,070</b>	<b>47,839,778</b>	<b>46,153,012</b>	<b>(1,686,766)</b>	<b>41,463,277</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,184,303	1,080,165	1,276,253	1,324,700	48,447	1,366,000
Services and Supplies	345,071	349,246	1,251,158	1,395,327	144,169	1,039,185
Other Charges	13,811,680	9,557,633	12,152,767	11,622,569	(530,198)	11,748,211
<b>Net Appropriations</b>	<b>15,341,054</b>	<b>10,987,043</b>	<b>14,680,178</b>	<b>14,342,596</b>	<b>(337,582)</b>	<b>14,153,396</b>
Non-General Fund Reserves	36,944,577	35,822,026	33,159,600	31,810,416	(1,349,184)	27,309,881
<b>TOTAL REQUIREMENTS</b>	<b>52,285,631</b>	<b>46,809,069</b>	<b>47,839,778</b>	<b>46,153,012</b>	<b>(1,686,766)</b>	<b>41,463,277</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	12.0	12.0	12.0	12.0		12.0
Funded FTE	11.4	11.5	11.5	12.0	0.5	12.0

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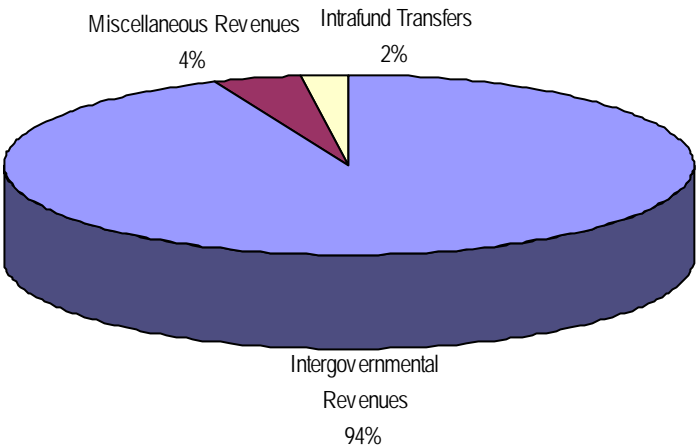


**DEPARTMENT OF CHILD SUPPORT SERVICES**

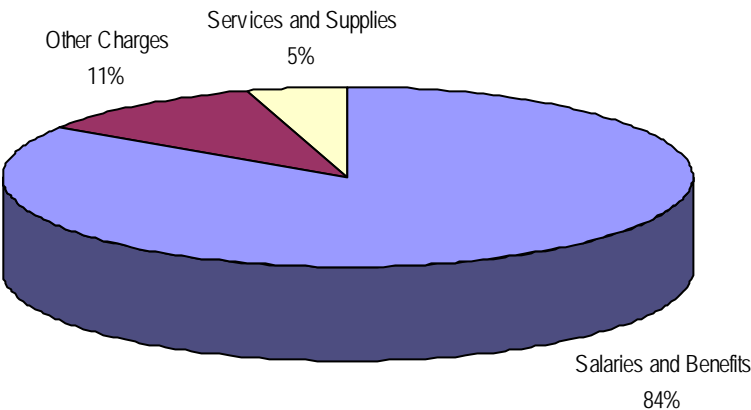


# Department of Child Support Services

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements



## Department Locator

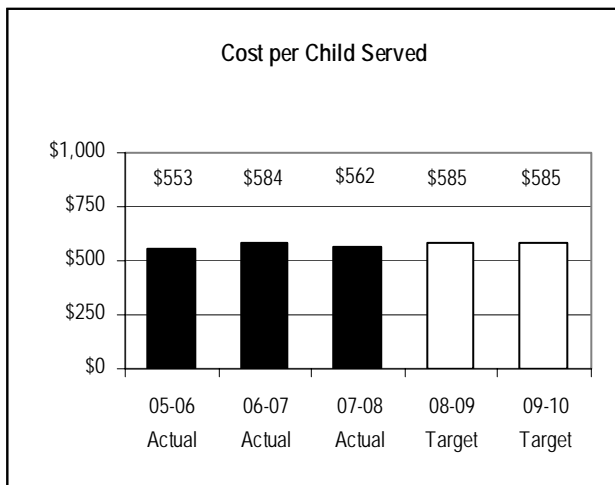
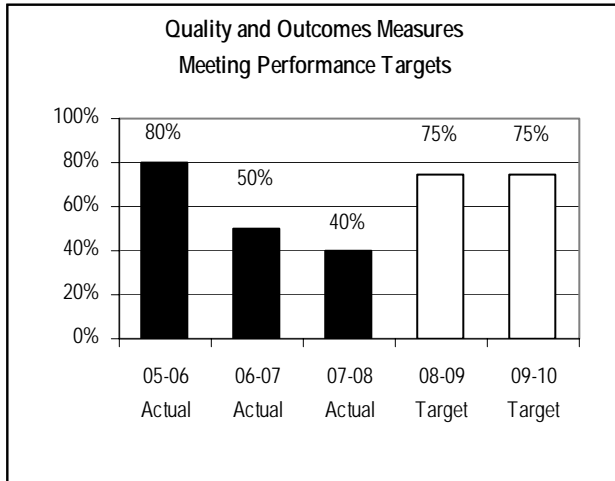
### County

Children, Youth and Family Services

First 5 San Mateo County of San Mateo

- ▷ **Department of Child Support Services**  
Human Services Agency

## Department Measures



## Department Mission Statement

The Department of Child Support Services (DCSS) 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 2001 – 2007)

### 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 407 children in Federal Fiscal Year (FFY) 2006-07. These children now have access to family health information, access to their father's 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 healthcare. At the close of FFY 2006-07, DCSS had established 8,736 medical support orders, which both improves healthcare for children and also reduces government costs by providing private insurance for many children that were formerly on Medi-Cal.

The Department contracted with Health Management Systems to conduct extensive data matches against the DCSS client database. This contractor identifies current private insurance coverage for children in the DCSS caseload. At the close of FFY 2006-07, DCSS had increased the number of private health insurance policies obtained by an average of 43% compared to the previous FFY.

### 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 FFY 2006-07, 1,320 financial support orders were established, which contributed to the financial well-being of over 14,000 families. Through the establishment of these orders, approximately 18,050 children in the county now have access to benefits associated with the establishment of paternity and the financial and medical support of both parents.

- **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. These efforts resulted in raw collections of approximately \$30 million in FFY 2006-07. Of that total, \$10.4 million went directly to former welfare families, which will help them remain self-sufficient. The \$30 million also included \$1.6 million in welfare recoupment that was returned to the federal, state, and county government, as well as \$16.5 million in payments to children who have never before received County aid. The remaining \$1.5 million was distributed to children in cases outside the county.

## 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 continued its participation in community education events sponsored by the Fatherhood Collaborative of San Mateo County including Dad and Me events at county Parks and Libraries, Father's Day events, the Collaborative's Annual Fatherhood Conference focusing on Building Better Families through the use of the 41 Developmental Assets, and the Fatherhood's newest event, Dad and Me Respectfully. 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 court order through collaborative work with the Service League of San Mateo County. 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 when they are released or reunified with their children.

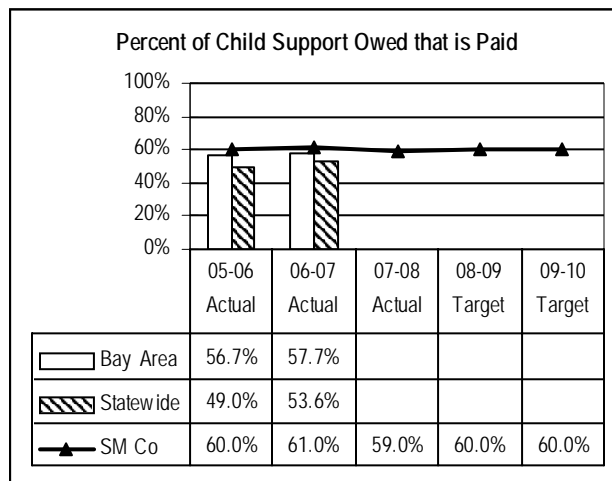
#### • Compromise of Arrears Program (COAP)

AB 1752 directed the California Department of Child Support Services to establish a Compromise of Arrears Program (COAP). The COAP program assists people that owe reimbursement for public assistance but are unable to pay the full amount within three years. The program benefits low income wage earners who can make a lump sum payment of a compromise amount calculated by a State formula. In 2006 the Department worked collaboratively with obligors to compromise \$152,021 in uncollectable arrears to lessen the financial burden on economically fragile families. The compromise of these governmental arrears removes one of the financial barriers and enables the obligor to come into compliance with their ongoing current support obligation.

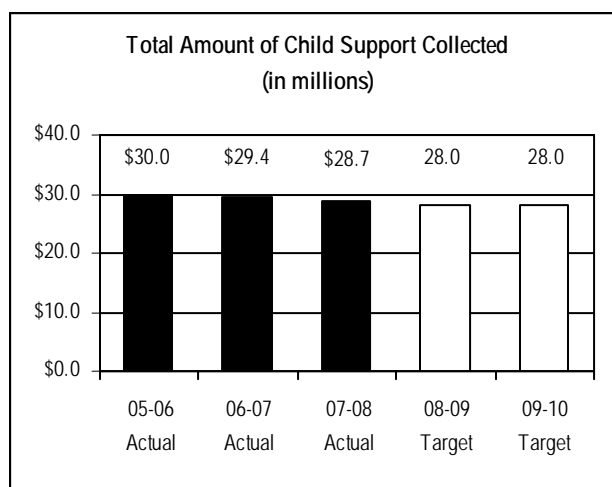
#### • Assisting Veterans

DCSS continues to collaborate with the Veteran's Hospital in Menlo Park to educate veterans about the child support process. The Department focuses on options for modification of support and the COAP program for governmental arrears. In FY 2006-07, DCSS created boilerplate template letters and applications to expedite and assist veterans in requesting a modification of their support obligation or compromise of arrears in any California child support agency. Educating parents about Department services and the child support process helps veterans comply with their child support obligations as they transition back into civilian life.

## Headline Measures



\*Bay Area and Statewide statistics available following close of fiscal year.



## Services and Accomplishments

The Department of Child Support Services primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by establishing and enforcing child and medical support orders so that children grow up in a financially supportive home with increased access to healthcare. This service is free to all residents of San Mateo County.

The following are major accomplishments in the current year:

- Realized raw collections of \$28.7 million while diverting staff and resources towards a successful conversion to the new California Child Support Automated System
- Ranked among the top performing medium size California counties in the collection of current support and percent of cases with payments on arrears
- Ranked the number one county in California for cases with health insurance provided as ordered by the court
- Increased the percentage of cases paying towards arrears

- Continued offering mediation of access and visitation issues to clients through the Peninsula Conflict Resolution Center's (PCRC) Family Mediation Program
- Maintained wait times of less than one minute in the Call Center while answering 68,000 calls
- Increased access to services through the implementation of an on-line application including the instant electronic delivery of the application to the Department's case opening unit
- Leveraged automated outbound dialing technology to contact obligors regarding missed payments
- Continued services for incarcerated obligors through programs with the Service League of San Mateo County
- Continued to expand outreach activities for veterans through the Veteran's Hospital in Menlo Park, focusing on educating veterans on the COAP program and modification of court
- Continued to encourage and support fathers in taking an active role in the life of their children through the Department's involvement in the Fatherhood Collaborative Advisory Board of San Mateo County

### Story Behind Performance

The Department of Child Support Services has maintained high overall performance levels while preparing for the fifth automation conversion in four years, and despite six consecutive years of flat funding from the State of California. As indicated in Headline Measure 1, the Department continues to outperform its benchmarks (bay area average and statewide average) in terms of the percentage of current child support payments owed that are paid.

Child support raw collections, shown in Headline Measure 2, were \$28.7 million for FY 2007-08. This is a significant accomplishment given the Department's reallocation of existing resources to manage its transition to the California Child Support Automated System (CCSAS) and a continued flat funding. In order to maintain overall performance during this transition, the Department employed a number of strategies. A delinquent outbound dialing campaign was launched to remind parents who were 60 days overdue that a payment had not been received. Of the obligors that could be contacted by phone, 12% made a child support payment that same month. This has proven to be an extremely cost effective child support enforcement tool. Efforts were also made to increase the number of cases where health insurance is provided as ordered. The Department worked with Health Management Systems to conduct electronic data searches for private health insurance policies to cover minor children on the DCSS caseload. At the close of FFY 2006-07, the number of children covered by private health insurance had been increased by an average of 37% compared to the previous FFY. Other factors that contributed to maintaining performance include continued outreach efforts to parents, veterans, and currently and formerly incarcerated obligors.

On December 1, 2007, the Department transitioned to the statewide California Child Support Automated System (CCSAS). A centralized system is required by the federal government. The new system includes a central payment processing site for all child support

payments. This final transition is a critical step toward federal certification of the California child support program, an end to automation penalties, and the return of \$190 million in penalties to the state's general fund. The new system, when fully functional, will create new opportunities for the California child support program.

Although the Department has transitioned to the new system and the state has centralized some processes such as printing, form generation, bulk mailing, and payment processing, the County continues to do work in these areas—DCSS continues to research payments, handle customer questions regarding their payments, and review forms generated at central print for accuracy. The local county child support office continues to be the primary hub of operations for the delivery of all core program and customer services to clients in the community. DCSS anticipates the new system will create opportunities to leverage technology when many of the new system bugs are corrected.

DCSS sees opportunities to provide better customer service, statewide consistency in the program, and opportunities for increased cost-effectiveness when all counties have transitioned. The Department's goal this past year and in the upcoming years is to proactively manage the program to the benefit of its clients, 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 DCSS is to maintain high quality services while learning how to operate under the new computer system and comply with increasing state mandates.

DCSS is fully funded by the California Department of Child Support Services. For the sixth straight year, the state is holding the funding level flat. Over the past five years, DCSS has eliminated 32 positions, a 25% reduction in staff, while absorbing increased operational costs including negotiated labor increases. The resulting challenge is to redesign existing business processes to adapt to the new automated system, while maintaining high quality child support services with fewer staff and reduced resources.

**Create Opportunities for Every Household to Participate in our Prosperity**—Although 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 other barriers that keep them from paying, such as mental health, substance abuse issues, limited job skills, or minimal education. The issue is how to help these parents address the factors that prevent them from paying support. The Department is actively pursuing grant opportunities that will allow greater focus on chronically noncompliant obligors and work towards a more effective and efficient model of enforcement.

The Department is actively working with the state to design and implement an automated review and adjustment process for existing child support orders. The intent of this initiative is to establish realistic child support orders that both promote compliance with the Department and better guarantee a consistent flow of payments to children on the DCSS caseload.

## Key Department Initiatives

### 1. Redesign DCSS Business Model to Maximize Efficiencies under the New Automated System

#### Major Issue to be addressed:

- The Department converted to the new statewide California Child Support Automated System on December 1, 2007. The Department's major challenge is to maximize the benefits of the new system while minimizing the deficiencies and aligning operations to a new business model that guarantees a continued delivery of high quality child support services to the residents of San Mateo County.

#### Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

#### Goal:

- Maintain or improve the current level of performance and customer service under a new statewide automated child support system

#### 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 collections in 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:

- Full analysis of system processes: April 2008
- Full analysis of internal business processes: May – August 2008
- Reconciliation of process differences: September 2008 – January 2009
- Develop, implement, and evaluate a new business model that aligns both processes: October 2008 – February 2009

#### Partners:

- State Department of Child Support Services
- County Manager's Office
- Other converted local child support agencies
- Child Support Director's Association
- IBM / Accenture Business Group

#### FY 2008-09 Budget Impact:

The Department is actively working through the Child Support Director's Association to identify additional funding to support these activities. If the state does not provide additional funding for these efforts, it will be necessary for DCSS to access Federal Financial Participation (FFP) to meet increased costs.

### 2. Integrating Problem-Solving Court Practices into the County Child Support Program

#### Major Issue to be addressed:

- Traditionally, the program has enforced child support through standard legal processes that focus primarily on whether the obligor failed to pay, and applies corresponding punitive measures. The Department's goal is to move towards a problem-solving court model that encompasses a holistic approach in dealing with chronic negative behavior through collaboration with the courts and community and County agencies. This approach strives to address the needs of the offender and ultimately best benefits the family unit.

#### 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 finding and maintaining employment
- Assess the effectiveness of the project to expand collaboration with Job Train and other community-based organizations

#### Objectives:

- Increase consistent payment of child support from historically non-compliant obligors
- Encourage non-compliant obligors and increase probability of compliance with immediate access and referral to services via the courts
- Collaborate with Job Train and Peninsula Works to address under or unemployment of non-compliant obligors
- Increase the Department's overall effectiveness and efficiency in collecting child support from individuals who have historically been unable to pay

#### Major Milestones:

- Develop project plan and scope: Completed
- Implement project: June 2008
- Monitor project and referrals: July 2008 – May 2009
- Evaluate pilot: June 2009

#### Partners:

- Superior Court
- Human Services Agency
- Job Train

#### FY 2008-09 Budget Impact:

By increasing the Department's effectiveness and efficiency in collecting child support from historically non-compliant obligors,

DCSS is better able to redirect resources to other challenges. Additionally, if the Department is able to efficiently enforce child support by expanding lower cost collaborative efforts with other County departments and community-based organizations, the result will be a reduction in costs and in workload for historically more expensive enforcement activities such as prosecution of non-compliant obligors via traditional court actions.

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of child support cases	14,284	13,955	14,021	14,000	14,000
Total number of medical support cases	7,964	7,103	8,524	7,000	7,000
Total number of children served in all case categories (current, arrears, and medical)	20,140	19,515	19,629	19,700	19,500
<b>How Well We Do It (Quality / Efficiency)</b>					
Total amount of child support collected (in millions)	\$30.0	\$29.4	\$28.7	\$28.0	\$28.0
Percent of cases with orders for child support	88.5%	86.4%	84.0%	83.0%	84.0%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of dollars of current child support owed that is paid					
- San Mateo County	60.0%	61.0%	59.0%	60.0%	60.0%
- Bay Area Average <sup>(1)</sup>	56.7%	57.7%	---	---	---
- State Average <sup>(1)</sup>	49.0%	53.6%	---	---	---
Percent of cases that receive a payment toward arrears	61.2%	65.0%	64.6%	65.0%	65.0%
Percent of cases with a medical insurance order where medical insurance is being provided by the obligor	47.5%	48.8%	48.8%	47.0%	47.0%
Percent of former and never assisted cases receiving a current child support payment	79.0%	79.1%	79.4%	75.0%	75.0%

<sup>(1)</sup> Data available following close of the fiscal year.



Department of Child Support Services (2600B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	10,998,958	11,026,033	11,411,334	10,896,949	(514,385)	10,896,949
Miscellaneous Revenue				500,000	500,000	500,000
<b>TOTAL SOURCES</b>	10,998,958	11,026,033	11,411,334	11,396,949	(14,385)	11,396,949
<b>REQUIREMENTS</b>						
Salaries and Benefits	8,758,590	8,561,142	9,447,751	9,800,190	352,439	9,748,856
Services and Supplies	633,029	1,031,284	561,300	544,419	(16,881)	556,684
Other Charges	1,607,339	1,409,334	1,402,283	1,302,340	(99,943)	1,341,409
Fixed Assets		24,274				
<b>Gross Appropriations</b>	10,998,958	11,026,033	11,411,334	11,646,949	235,615	11,646,949
Intrafund Transfers				(250,000)	(250,000)	(250,000)
<b>TOTAL REQUIREMENTS</b>	10,998,958	11,026,033	11,411,334	11,396,949	(14,385)	11,396,949
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	102.0	98.0	98.0	98.0		98.0
Funded FTE	100.8	96.7	96.7	97.2	0.5	97.2

## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$14,385 or 0.1% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Intergovernmental Revenues

There is a decrease of \$514,385 in this funding source due to reduction in Electronic Data Processing (EDP) funding from the California Department of Child Support Services and elimination of prior year one-time funding for conversion to the new California Child Support Automated System (CCSAS).

#### Miscellaneous Revenue

There is an increase of \$500,000 in this funding source due to receipt of Federal Financial Participation (FFP) program funding secured through submittal of \$250,000 in local matching funds.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$14,385 or 0.1% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$352,439 in this expenditure category due to increases in negotiated salaries, merit increases, Extra Help costs, and anticipated overtime expenditures.

#### Services and Supplies

There is a decrease of \$16,881 in this expenditure category due to reduction in contract data processing services related to the Department's anticipated transition to the State's Enterprise Customer Service Solution (ECSS) program and an incremental increase in mileage allowance.

#### Other Charges

There is a net decrease of \$99,943 in this expenditure category due to the elimination of one-time system conversion costs, reductions in telephone and automation services, and an increase in County facility rental charges.

#### Intrafund Transfers

There is an increase of \$250,000 in this expenditure category due to the use of local matching funds to leverage federal matching dollars through the FFP program.

### NET COUNTY COST

The Department's FY 2008-09 Adopted Budget is not funded by the County General Fund and therefore has no Net County Cost.

## FY 2009-10 Budget Overview

### TOTAL SOURCES

No change.

### TOTAL REQUIREMENTS

No net change.

#### Salaries and Benefits

There is a decrease of \$51,334 in this expenditure category due to reductions in Extra Help and overtime expenses. In addition, there are expected to be elimination of positions required to accommodate State funding levels; the number and type of positions will be determined during the FY 2009-10 budget process.

#### Services and Supplies

There is an increase of \$12,265 in this expenditure category due to anticipated increases in various operating expenditures.

#### Other Charges

There is an increase of \$39,069 in this expenditure category due to anticipated increases in facility rental charges and other service charges.

### NET COUNTY COST

The Department's FY 2009-10 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 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	102.0	98.0	98.0	98.0		98.0
Funded FTE	100.8	96.7	96.7	97.2	0.5	97.2
 Total Requirements	10,998,958	11,026,033	11,411,334	11,396,949	(14,385)	11,396,949
Total Sources	10,998,958	11,026,033	11,411,334	11,396,949	(14,385)	11,396,949

### Discretionary Net County Cost

This program's FY 2008-2009 Adopted Budget is not funded by the General Fund and therefore has no Net County Cost (NCC).

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; increase in Extra Help and Overtime costs to meet increased workload associated with the new statewide automated system; a reduction in automation costs from the Information Services Department; and an increase in County facility rental charges. Revenue adjustments include a reduction in State electronic data processing and other program funding, plus elimination of one-time system conversion funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(514,385)	235,615	0	0	750,000	0

#### 2. Federal Financial Participation (FFP) Match Program

The Department will submit \$250,000 in local matching funds from the Child Support Penalty Trust Fund in order to leverage \$500,000 in additional FFP matching funds to offset FY 2008-09 cost increases. The combination of \$750,000 in local and federal matching funds will augment the revenue allocation from the California Department of Child Support Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
500,000	0	(250,000)	0	(750,000)	0

### TOTAL FY 2008-09 FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(14,385)	235,615	(250,000)	0	0	0

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; elimination of Extra Help and overtime costs; elimination of prior year one-time costs; and increases in various operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	146,507	0	0	146,507	0

**4. Position Elimination**

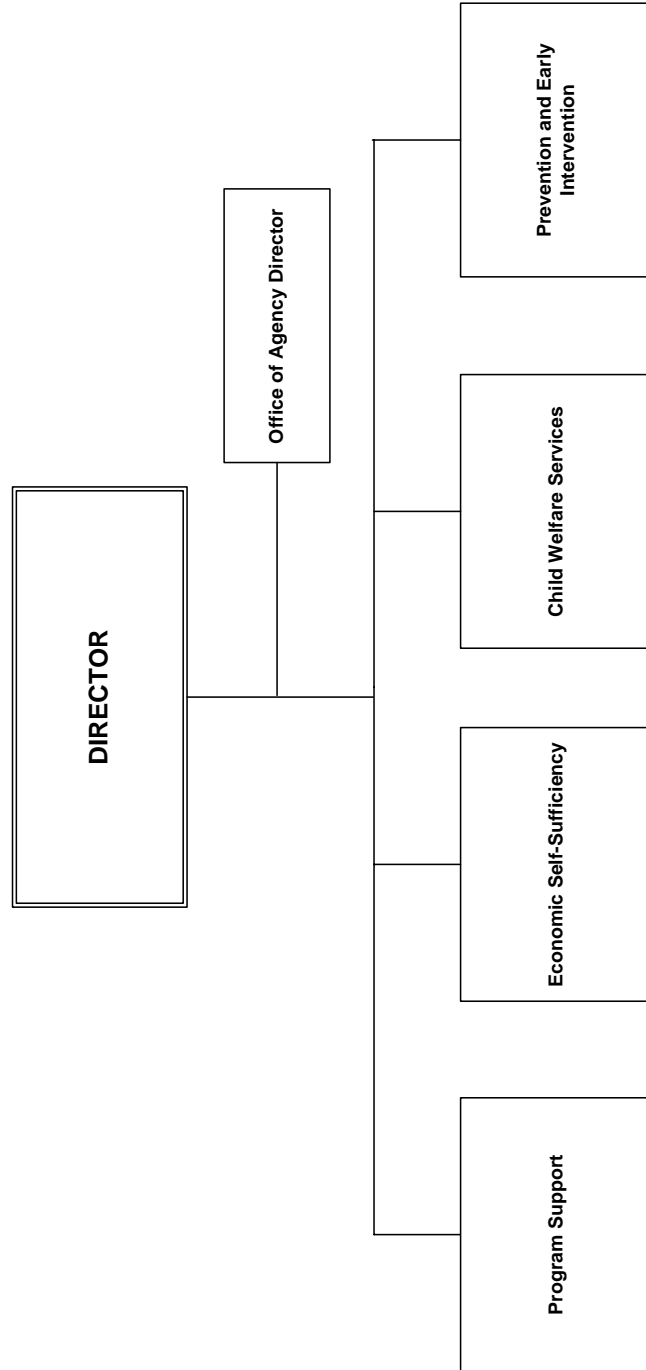
Without additional funding from the State, the Department will need to eliminate positions to meet increased personnel costs. The number and type of positions will be determined during the FY 2009-10 budget process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(146,507)	0	0	(146,507)	0

**TOTAL FY 2009-10 FUNDING ADJUSTMENTS**

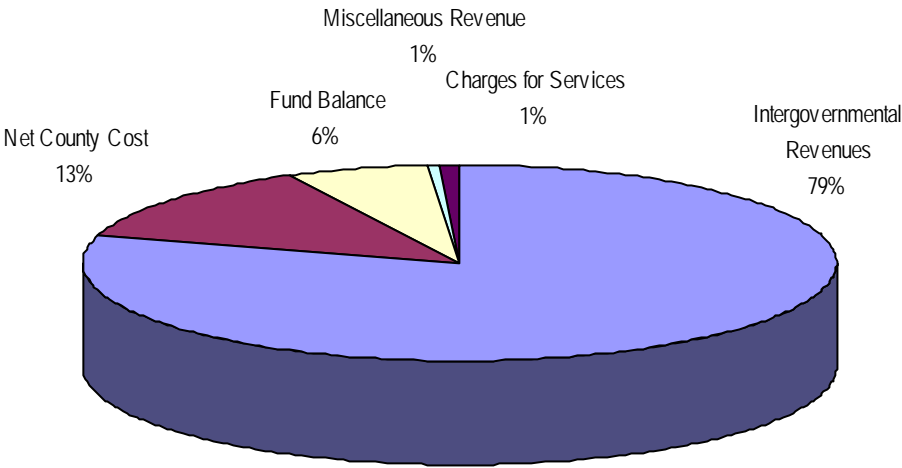
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	0	0	0

# HUMAN SERVICES AGENCY

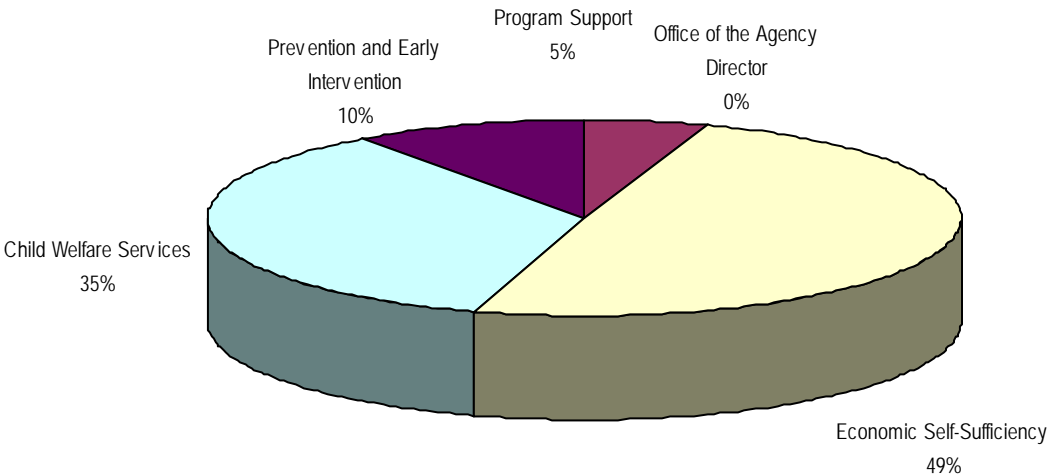


# Human Services Agency

FY 2008-09 Adopted Sources



FY 2008-09 Adopted Requirements

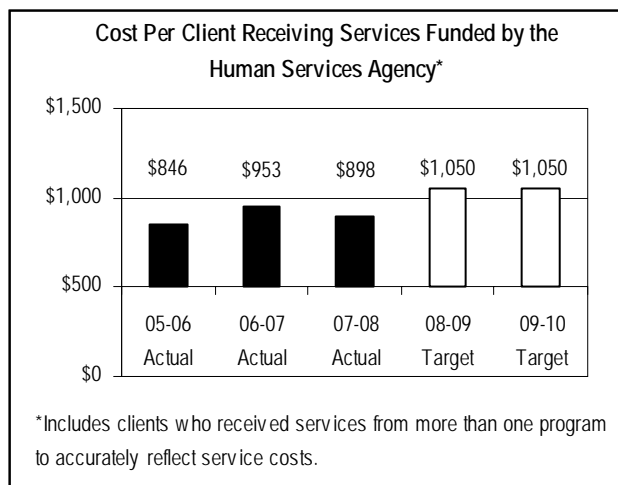
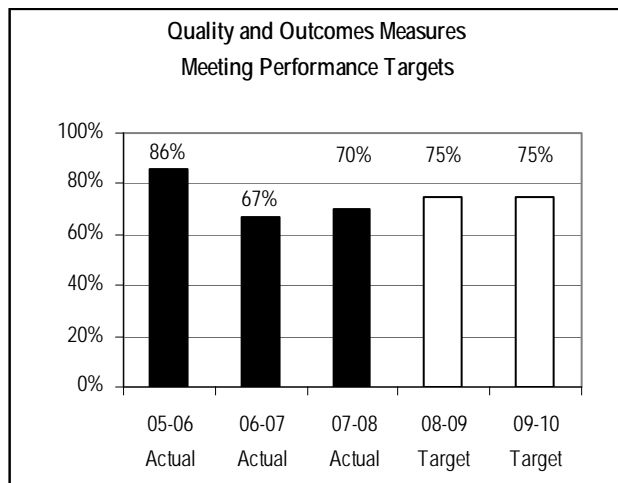


## Agency Locator

### County

Children, Youth and Family Services  
 First 5 San Mateo County of San Mateo  
 Department of Child Support Services  
 ► Human Services Agency

## Agency Measures



## Agency Mission Statement

The Human Services Agency (HSA) assists individuals and families to achieve economic self-sufficiency, promotes community and family strength, and works to ensure child safety and well-being. The vision is that every child, adult, and family lives in a safe, healthy, thriving community.

## Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2007)

### PEOPLE

#### Provide Equal Access to Educational Opportunity

- **Childcare Subsidy Pilot**

Initiated a childcare subsidy pilot project that responds to childcare demands in high cost of living areas, enabling the County to increase the statewide income eligibility exit limit, create an extended family fee schedule, and increase the reimbursement rate. Since its implementation, the child days of enrollment have increased 8.5%, resulting in 204 more low-income children receiving full-time care in FY 2006-07.

- **Pre-School for All**

Invested \$1.75 million in matching funds over three years in the Pre-School for All program. This initiative has received \$10 million in funding commitments for its first three years from the County, State, and private foundations. In FY 2006-07, 772 children were served, and 130 new and 642 upgraded slots were provided to children.

#### Ensure Basic Health and Safety for All

- **Stipends for Foster Youth**

In July 2005, the Board of Supervisors allocated \$180,000 to subsidize rent for former foster youth who are going to school and working in order to improve housing, employment, and training opportunities. This program has provided an average subsidy of \$750 per month to 67 youth.

- **Employment Services to Foster Youth**

Provided one-on-one employment services assistance—through a collaboration between the Workforce Investment Board (WIB) and Adolescent Services—to 101 school-age foster youth preparing to emancipate from the foster care program. The primary goals are to increase foster youth staying in school and attaining job skills and experience through internships and job placements.

- **Foster Parents**

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 Request for Proposals (RFP), and awarded a foster parent advocacy contract. Held four Strengthening Partnerships workshops that trained 316 participants, including 78 foster parents in addition to social workers, attorneys, and community members.

- **Differential Response**

In March 2005, Child Welfare Services piloted Differential Response (DR), an evidence-based early intervention response system to keep children safe. DR provides an earlier and more meaningful response to emerging signs of family problems, which allows child welfare agencies to mobilize resources to help families before problems escalate. Acknowledging that

government agencies cannot do it alone, child welfare agencies are expanding partnerships with community organizations that can offer vital services to support families. By engaging families in identifying solutions to their problems, child welfare agencies and community partners can promote voluntary participation in community services and supports. Since its inception, 4,500 families have been referred for DR services. Also developed and implemented the Community Approach to Relating and Engaging (CARE) system that will permit community partners to coordinate services to children and families through the DR program.

- **Child Welfare System (CWS) 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. Focusing on the areas of child safety, stability, and permanence, CWS conducted a needs assessment using community-based groups to assist in the identification of service needs and gaps in services for struggling and at-risk families. CWS also conducted a Peer Quality Case Review to identify additional recommendations for improvement, and is implementing multiple strategies designed to improve outcomes for children and families, continuously evaluating performance against State and federal standards.

- **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 to 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.

- **Fostering the Future**

Beginning in FY 2005-06, CWS collaborated with Silicon Valley Community Foundation and community-based organizations to protect the rights and improve the outcomes for kinship youth and youth in, or emancipated from, foster care. Services to youth include case management, asset building through the use of asset coaches, employment services, and housing advocacy.

- **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. Enhancements include counseling, support and education; assessment for eligible benefits (e.g., CalWORKs, Food Stamps, Medi-Cal); and information and referral services.

- **Family Self Sufficiency Teams**

Continued to utilize a multidisciplinary, team-based case planning system to develop coordinated and integrated service plans for individuals and families to achieve their self-sufficiency goals.

- **Health Insurance and Food Stamp Telecenter (HIT)**

Launched HIT to improve customer service for Medi-Cal and Food Stamp clients and meet growing Medi-Cal caseload maintenance needs. Service delivery has been streamlined to provide immediate response to client inquiries and requests—the average wait time for calls is now within 60 seconds.

- **Children's Health Insurance**

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. Counting all Medi-Cal children, CHI enrollments in these programs have increased dramatically over the last four years, to a current level of approximately 40,250 as of June 30, 2007.

- **Needs Assessments**

Completed community needs assessment with recommendations to enhance the adequacy of the safety net for vulnerable populations.

## PLACE

### Offer a Full Range of Housing Choices

- **Ten Year Plan to End Homelessness (HOPE)**

Completed coordination of the Ten Year Plan to End Homelessness in San Mateo County document entitled "*Housing Our People Effectively*" (HOPE), with involvement of over 150 community members, business and non-profit sectors, and consumers. Created the Interagency Council and a Lead Persons Collaborative to implement the 10 key action steps.

- **Supportive and Affordable Housing**

Continued ongoing work with private developers, non-profit organizations, cities, and other County departments to plan, construct, and expand temporary shelter, transitional, supportive, and affordable housing. In partnership with other agencies, produced 106 units of permanent supportive housing in FY 2006-07 for homeless people with disabilities.

- **Homeless Management Information System**

Implemented the San Mateo County Homeless Management Information System to enable data accessibility as a guide to decision making in preventing and ending homelessness.

- **Housing Vouchers**

Received \$3.6 million from the U.S. Department of Housing and Urban Development to provide intensive case management and to issue housing vouchers to prevent homelessness through the San Mateo County Homeless Continuum of Care, in collaboration with the Housing Authority and the Behavioral Health and Recovery Services program in the Health Department.

## PROSPERITY

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

- **Federal Earned Income Tax Credit**



Partnered with the non-profit Coastside Opportunity Center in delivering the Earned Income Tax Credit (EITC) initiative to serve 3,751 people. Over the past five years, 1,756 clients qualified for a tax credit and \$1.7 million in total refunds have been received averaging \$1,388 per client.

- **Workforce Investment Board (WIB) and PeninsulaWorks**  
Received the National Association of Counties (NACO) Innovations in Human Services Award—a Recognition of Excellence Award from the Department of Labor—and a State Chancellor's Office Excellence in Partnership Award for the WIB's Biotechnology and Gateway Training programs.
- **Bio-Tech Consortium**  
Launched the Bay Area Bio-Tech training program in 2004. This innovative new program has trained over 250 clients with a placement rate of 75%. Driven by the success of the first class, San Mateo formed a regional partnership with the Alameda County WIB and the partnership received a \$2 million federal award to expand the program.
- **PeninsulaWorks**  
Served over 100,000 clients since FY 2003-04 at the four PeninsulaWorks employment centers. In FY 2006-07, provided additional training and intensive employment services to over 900 clients, who achieved a 48% job placement rate.
- **Jobs for Youth**  
In a span of five years, from 2002-2007, San Mateo Jobs for Youth served 7,618 and placed 2,539 youth ages 14 to 21 in jobs/internships in the county. Program services included job preparation, workshops, one-on-one counseling, resume assistance, and job/internship leads.
- **Airport Re-Employment Center**  
Opened an airport re-employment service center during the economic downturn of 2002, serving 5,000 dislocated workers up to its closure in 2004. This rapid response team approach continues to respond to layoffs throughout the County.
- **Day Worker Program**  
After opening a Day Worker Center, transitioned to a street-based outreach program in the North Fair Oaks Center of Redwood City to match employers with job seekers, and to address the safety needs and concerns of day workers and neighborhood constituents. Between July 1, 2006 and December 31, 2007 the following outcomes were achieved: 104 employers registered with the program, an average of 67 workers were served per day, and an average of 24 workers per day obtained work or were assisted in obtaining work.
- **CalWORKs Welfare Information Network (CalWIN)**  
Implemented the new CalWORKs Welfare Information Network (CalWIN) in FY 2005-06—a computer benefits issuance system intended to streamline services by replacing the 30-year old Welfare Case Data System (WCDS). San Mateo County uses CalWIN to determine recipients' initial and continuing eligibility for public assistance programs such as CalWORKs, Food

Stamps, and Medi-Cal. During FY 2006-07, benefits for more than 54,000 service recipients were administered.

### Sow the Seeds of Our Future Prosperity

- **Gateway Program**  
In partnership with San Mateo County Community Colleges, launched the Gateway training program, which assists disadvantaged youth and adults to increase their academic skills. This program has trained over 80 disadvantaged youth and adult clients.
- **Workforce Investment Act Grants**  
Secured Skills Testing and Reemployment (STAR) grants totaling over \$900,000—in collaboration with the North Valley (NOVA) WIB—to provide skill testing, assessment, and reemployment services to 100 dislocated workers in the county, and training services to 40 of those clients.
- **Emancipated Foster Youth**  
Set aside \$750,000 to purchase an apartment complex in North County for emancipated foster youth. CWS provides an array of housing options, assessing and matching emancipated youth to appropriate housing situations and providing ongoing supervision by housing advocates and aftercare staff. Housing opportunities include a stipend program for independent or shared living, supported housing for youth with special needs, and structured group living arrangements for those who need guidance and oversight prior to total independence.

### **PARTNERSHIPS**

#### Responsive, Effective and Collaborative Government

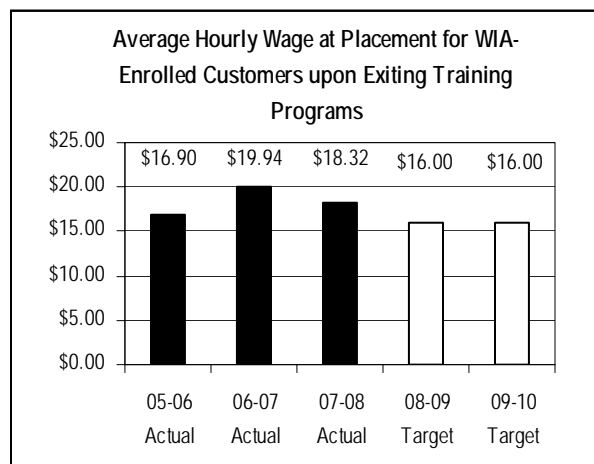
- **Mental Health/HSA Cooperatives**  
Collaborated with the California Department of Rehabilitation to provide employment services to consumers with barriers to employment. In FY 2006-07, served a total of 716 consumers and placed 199 in jobs through Mental Health and HSA cooperatives.
- **Quality Assurance Partnership with Medical Center**  
To ensure program integrity, partnered with the San Mateo County Medical Center (SMMC) to audit Wellness Education Linkage and Low Cost (WELL) and discounted healthcare enrollments. Agency partner staff (HSA, SMMC, and the Health Department) has worked together to standardize the WELL audit process by documenting approved policies and procedures and conducting refresher training for users. This effort was part of the Indigent Healthcare Pilot project that concluded on June 30, 2007.

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

- **Violence Prevention**  
Joined the East Palo Alto community in developing major crime reduction initiatives and supported the successful grant application for One East Palo Alto to conduct community engagement activities to improve youth employment.

### • Children's Health Initiative (CHI)

Participated in a multijurisdictional partnership to create the CHI, which aims to expand health insurance coverage for children throughout the county.



## Major Accomplishments in FY 2007-08

### Realize the Potential of our Diverse Population

- Continued to partner with the East Palo Alto Crime Prevention Task Force. Supported the Summer Youth Employment Program with a \$25,000 grant to provide summer jobs for youth in East Palo Alto. The grant for summer 2008 was awarded for \$30,000.

### Ensure Basic Health and Safety for All

- Partnered with the Second Harvest Food Bank, the African American Community Health Advisory Committee, and Core Service Agencies to decrease hunger and food insecurity through Food Stamp outreach and enrollment. The workgroup projects 50 applications per month will be taken in the community.
- Assisted 2,765 children with childcare payments in collaboration with the Child Care Coordinating Council and Professional Association for Childhood Education.
- Expanded and relocated the County Veterans Services office to make it more accessible to the veteran population, and created a Veteran Services Assistant position to conduct outreach and provide additional services to veterans.
- In collaboration with community partners, continued to deliver Differential Response (DR) services countywide, resulting in prevention/early intervention and case management services being offered to over 2,600 families, with a 40% engagement rate (DR services are voluntary).
- Completed an in-depth analysis of revised and new federal and State performance measures related to child safety, permanency and well-being. Based on this analysis, the annual Child Welfare System Improvement Plan was updated and submitted to the California Department of Social Services.
- Conducted approximately 120 assessments, placing 48% of children in out-of-home care into kinship placements.

- Implemented a new program to ensure that children are assessed for mental health/developmental needs within 72 hours of removal, versus the previous time frame of 30 days.

### Offer a Full Range of Housing Choices

- Continued coordinating the implementation of HOPE, the County's Ten Year Plan to End Homelessness. Convened the first annual HOPE awards breakfast, recognizing agencies who have contributed to HOPE goals and individuals who have overcome homelessness.
- Bought and secured a South San Francisco site in September 2007 to be used as a transitional housing facility that houses nine emancipating foster youth at risk of homelessness. The transitional housing facility opened in June 2008.

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

- Implemented the CalWORKs Family Engagement Initiative, including startup of new client engagement strategies and internal business process improvements to increase the work participation rate.
- Implemented the Deficit Reduction Act Medi-Cal citizenship requirements and continued to evaluate and respond to the impact on the client population.
- Awarded \$300,000 in special grant funding to continue the Skills, Testing, Assessment, and Re-Employment (STAR) program. This program helps laid off workers re-enter the workforce.
- Continued to operate the North Fair Oaks Day Worker Program through the Multicultural Institute. For the period from July 1, 2006 through December 31, 2007 there were 429 workers registered, 178 obtained jobs, and 107 employers registered.

### Sow the Seeds of our Future Prosperity

- Partnered with the San Mateo County Community College district to launch a new career training program to prepare young adults and adults for careers in the court system. The first class of 28 students that graduated in 2007 included nine low-income young adults and 14 clients who were receiving governmental assistance.
- Partnered with the California School Age Consortium of San Francisco and Santa Clara counties to secure a grant to build new career opportunities for youth and adults in after-school jobs and to link those jobs to long term careers. The regional partnership has awarded a total of \$300,000 for three years.
- During the academic year (September 2007-August 2008), hired 75 youth through the Jobs for Youth Summer Internship program. Served 2,700 youth ages 14-21 seeking part time or full time employment, placing 675 or 25% in jobs/internships, and providing the remainder with job search and preparation skills.

### Responsive, Effective, Collaborative Government

- Adopted and began implementation of a new HSA strategic plan for 2008-2013 that includes a new mission, vision, values, and five strategic goals with accompanying outcomes and progress indicators. More than 100 community stakeholders gave input

during the planning process, which also included more than 40 planning meetings within HSA.

- Completed 18 Council on Accreditation practice self studies to demonstrate Agency implementation of more than 700 national and international evidence-informed standards. Hosted a team of five external peer reviewers who validated the extent to which the practice studies accurately described the degree to which the Agency implements the standards. The successful accreditation decision was announced in October 2008.
- Established a new Quality Assurance (QA) unit to ensure a high caliber of program integrity in income assistance and children and family services programs. In Economic Self-Sufficiency, the QA unit set standards for case record reviews and coordinated and verified compliance in six audits/corrective action plans such as Medi-Cal performance standards, TANF single audit, and Food Stamps. In CWS, the QA unit coordinated the Higgins Review of relative foster care placements.
- Promoted leadership, career development, and succession continuity by: (a) completing an on-boarding document to orient new Agency directors to the people, programs, management, and operations of the Agency; (b) increasing retention of critical financial management knowledge through development of a pilot web-based knowledge retrieval system; (c) completing a new Agency Leadership Handbook, an updated Employee Handbook, and an updated Administrative Handbook; (d) initiating five new professional development, compliance, workplace safety, behavior management, and clients rights trainings; and (e) completing nearly 80% of individual employee performance appraisals in a timely manner.
- Increased and streamlined financial management capacity and efficiency including: increasing Agency reserves by \$3 million; participating in a Board of Supervisors-sponsored financial management study that identified areas to build on or strengthen; mapping and automating portions of the CalWIN financial reporting process to reduce time spent preparing assistance claims; and forming cross-trained teams to produce the Agency's two most financially critical claims.
- Increased Data Center capacity to assure maximized business systems support of Agency operations by: (a) developing a Business Systems disaster recovery strategy; (b) improving efficiency of server usage resulting in a 30% reduction of power consumption costs and in software licensing costs; and (c) improving Agency capacity to produce automated management reports, generate dashboards, and enable end-users to access management reports directly.

### Major Issues to be Addressed

- **Sharing Responsibility for Well-being of Our Children and Families**—the Agency must be mindful of how best to foster shared responsibility for well-being of individuals, children, and families. Issues include: (a) being visible and accessible in targeted communities and appreciating the cultural diversity; (b) providing quality and accessible integrated services for families; (c) building on the strengths of targeted communities and

families; (d) increasing community capacity so that children and families can receive competent services within their own communities; (e) using prevention and early intervention activities to promote self-sufficiency and overall health and well-being of individuals, youth, families, and communities; (f) providing an adequate safety net; and (g) improving community partnerships to support the needs of children and families.

- **Achieving Client Outcomes**—the Agency is challenged to (a) meet changing mandated federal and state standards and regulations to improve client outcomes and avert sanctions; (b) address disproportionality in child welfare and economic self-sufficiency programs; (c) improve outcomes for emancipating foster youth; (d) address permanency and stability for children in out-of-home care; (e) promote stable economic self-sufficiency outcomes for individuals and families who struggle to make ends meet; and (f) increase access to healthcare through Medi-Cal enrollment and retention, increase food security through enrollment in Food Stamps, and increase CalWORKs welfare-to-work client participation in employment.
- **Ongoing Culture of Excellence**—the Agency must strive to maintain and continually enhance an ongoing culture of excellence. Issues include: (a) assuring services are culturally competent and meet language needs of clients; (b) assuring regional consistency, seamless service delivery, and improved internal communications; (c) achieving and maintaining national accreditations and program integrity through quality improvement and quality assurance and control programs; (d) assuring timeliness, speed, resilience, and reliability of service-critical computer resources; (e) implementing knowledge management practices to provide evidence-informed analyses of priority policy and management issues; and (f) demonstrating public accountability by reporting progress on implementing the new Agency strategic plan and related client and community outcomes.
- **Assuring Organizational Capacity and Resources**—issues include: (a) managing HSA programs in a fiscally uncertain environment, identifying and securing financial resources, and leveraging and maximizing all revenue; (b) revising the organization structure to better deliver services and align to implementing the new strategic plan; (c) responding to increasing and complex demands to provide administrative support to Agency staff and community partners; (d) recruiting and retaining qualified, culturally competent staff, especially those with bilingual skills; and (e) expanding opportunities for appropriate transfer of knowledge in an environment of increased retirements and succession continuity challenges.

### Key Department Initiatives

#### 1. Economic Self-Sufficiency for Neediest Residents

##### Major Issues to be Addressed:

- Promoting stable economic self-sufficiency outcomes for individuals and families who struggle to make ends meet

- Placing individuals in occupations with a wage and career ladder enabling self-sufficiency given the county's increasingly high cost of living
- Increasing CalWORKs Welfare to Work client participation in employment and avoiding fiscal sanctions
- Increasing access to healthcare through Medi-Cal enrollment and retention
- Increasing food security through enrollment in Food Stamps

#### **Alignment to Shared Vision:**

- Create Opportunities for Every Household to Participate in Our Prosperity

#### **Goals:**

- Promote greater economic self-sufficiency among the neediest residents of San Mateo County
- Increase Food Stamp enrollments
- Increase employment and employment-related activities to achieve a successful work participation rate
- Increase and sustain enrollments in Medi-Cal
- Engage CalWORKs families in Welfare To Work (WTW) activities to prevent sanctions and protect children

#### **Objectives:**

- Significantly increase the Food Stamp enrollment rate
- Increase the CalWORKs work participation rate for two-parent families and all families
- Increase the number of adults enrolled and retained in the Medi-Cal program
- Improve community awareness and knowledge of, and access to economic self-sufficiency services

#### **Major Milestones:**

- Educate the community about the Food Stamp program through targeted outreach
- Evaluate the effectiveness of outreach strategies and results of Food Stamp applications (approvals/denials)
- Make management decisions based on data tracking and analysis to better serve the targeted WTW population
- Identify and implement evidence-informed practices to better serve CalWORKs clients
- Expand the implementation of strategies to target CalWORKs clients to participate in countable job activities
- Conduct two-tiered case reviews—supervisory and quality control—to ensure Medi-Cal program integrity
- Identify and implement customer service improvements using results of the integrity assessments
- Continue to partner with the Health Department, San Mateo Medical Center (SMMC), and Health Plan of San Mateo (HPSM) to increase Medi-Cal enrollments
- Develop targeted social marketing campaign and disseminate materials to improve community knowledge and increase referrals to, and use of, self-sufficiency programs

#### **Partners:**

- Board of Supervisors
- County Manager's Office
- Health Department
- San Mateo Medical Center
- Blue Ribbon Task Force on Adult Health Coverage Expansion
- Health Plan of San Mateo County
- Workforce Investment Board
- Vocational Rehabilitation
- Other County departments
- Community Colleges
- Employment, training, and workforce development providers such as JobTrain
- Businesses
- Second Harvest Food Bank
- Core Service Agencies
- African American Community Health Advisory Committee
- Faith communities
- Community-based organizations

#### **FY 2008-09 Budget Impact:**

Redirection of current resources will enable modeling of best practices to implement the self-sufficiency initiative. A moderate increase in resources is proposed. Community awareness, knowledge of, and access to self-sufficiency services are essential, as are availability of General Fund resources, adequate State funding, and continued ability to identify and leverage funding.

## **2. Child Welfare Systems Improvement**

#### **Major Issues to be Addressed:**

- Improving outcomes for emancipating foster youth who face challenges of homelessness, unemployment, lack of education, unstable housing, lack of permanent connections, and limited self-sufficiency skills
- Addressing disproportionality in child welfare as it relates to the overrepresentation of children of color in out-of-home care
- Recruiting and retaining competent and committed foster and adoptive homes
- Improving support to kinship caregivers who are often isolated and lack necessary supports to care for children
- Addressing permanency and stability for children in out-of-home care
- Improving partnerships with law enforcement, schools, and the medical community to support the needs of children and families
- Increasing community capacity so that children and families can receive competent services within their own communities
- Recruiting and retaining competent, trained, and culturally sensitive staff

**Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

**Goals:**

- Children are, first and foremost, protected from abuse and neglect
- Children have permanence and stability in their living situations
- Family relationships and connections of children are valued and will be preserved whenever possible
- Community partnerships are valuable and necessary to address the needs of children and families
- Child Welfare Services (CWS) staffing and services will reflect county demographics related to race, culture, and language to ensure fairness and equity for all

**Objectives:**

- Strengthen the Independent Living Program by developing additional housing resources and support services
- Provide the necessary supports to kinship caregivers in order to stabilize placements
- Decrease the overrepresentation of children of color in out-of-home care
- Increase newly licensed foster parents in high need areas
- Move children to permanency as early as possible and decrease the number of placement moves
- Develop a comprehensive system for child abuse assessments
- Ensure services are available in the clients' language, culture, and geographic area
- Ensure child welfare staff have the resources needed to provide competent and culturally sensitive case management

**Major Milestones:**

- Provide technical assistance to community-based organizations in high need areas to develop kinship support services
- Develop a disproportionality project action plan that will focus on children in out-of-home care, using data and research to identify promising practices and develop training and other strategies for reducing disproportionality in child welfare
- Develop and implement a project action plan for foster home and adoptive home recruitment using community-based organizations and the faith-based community
- Implement a Family Finding pilot for all children with a permanent plan of long term foster care. (Family Finding seeks to locate family and relatives for potential life long connections and permanent placement)
- Conduct Team Decision Making (TDM) meetings on all potential change of placements and track results
- Provide additional supports to caregivers by finalizing the respite care policy

- Finalize the Law Enforcement/CFS Protocol which outlines how child welfare social workers and law enforcement personnel partner on child abuse investigations
- Partner with SMMC to develop and implement a comprehensive system for child abuse assessments including training, expert testimony, child abuse medical expert assessments, and forensic interviewing
- Hire new social worker staff who hold Bachelors and Masters degrees in the social sciences
- Meet annual training requirements on core competencies for social workers and supervisors as outlined by state regulations

**Partners:**

- Board of Supervisors
- County Manager's Office
- California Department of Social Services
- Other HSA programs
- Department of Housing
- Health Department—Public Health, Behavioral Health
- Probation Department
- San Mateo County Superior and Juvenile Courts
- Law enforcement agencies
- Other County departments
- Community-based organizations
- School districts
- Golden Gate Regional Center
- Foundations

**FY 2008-09 Budget Impact:**

A minimal increase in resources. Successful implementation assumes continued compliance with State and federal outcome measures to receive State funding, ability to identify and leverage additional funding, and availability of General Fund resources. Accreditation will require some redirection of staff resources and additional resources to address practice improvements. Continuing to redirect existing resources will help to fund the ongoing management of supportive housing for emancipated foster youth as well as other aspects of the Child Welfare Systems Improvement initiative.

**3. Fostering Community Well-Being****Major Issues to be Addressed:**

- Building on the strengths of targeted communities and families and anticipating and responding to human services needs
- Being visible and accessible in targeted communities and appreciating cultural diversity
- Using prevention and early intervention activities to promote self-sufficiency and the overall health and well-being of individuals, youth, families, and communities
- Providing quality and accessible integrated services for families

- Using data and client information effectively
- Sustaining funding of prevention and early intervention services

#### **Alignment to Shared Vision:**

- Ensure Basic Health and Safety for All

#### **Goals:**

- Foster integration of services and community well-being in targeted communities
- Support targeted communities in building on their strengths, addressing risks, and meeting basic needs of residents
- Ensure that HSA clients receive services that meet their needs, enabling them to thrive in their own communities
- Collaborate with other county departments—Health, Probation, Schools, Sheriff's Office—to enhance planning and delivery of prevention services; e.g., the Mental Health Services Act
- Identify ways to measure the success and impact of prevention and early intervention

#### **Objectives:**

- Continue implementation and alignment of plans with a strong prevention focus, such as HOPE
- Develop criteria based on need and data to identify targeted communities
- Develop social marketing in partnership with communities so neighborhood residents and key partners know how to get local help before personal or family needs escalate
- Develop the capacity to ensure that HSA clients are helped to navigate the full system of supports in order to easily access and use the services identified in their case plan
- Ensure equitable access to HSA services throughout the county

#### **Major Milestones:**

- Continue work to define and measure short- and long-term outcomes of prevention and early intervention activities
- Build on and expand to additional communities the CBO partnerships and community focus groups started in the Agency strategic planning process (e.g., South San Francisco, East Palo Alto, Pescadero/La Honda)
- Develop a system to capture outcome information about Family Resource Centers and Family Self-Sufficiency Teams
- Partner with the Behavioral Health and Recovery Services Division of the Health Department to learn about consumer and family involvement strategies
- Create an Agencywide process whereby staff know services an HSA consumer is receiving
- Plan for and conduct the January 2009 One Day Homeless Count
- Engage with community partners so they are informed of HSA services
- Increase HSA staff awareness of community partner priority needs

#### **Partners:**

- Board of Supervisors
- County Manager's Office
- Community partners and community-based organizations
- Health Department
- Probation Department
- Sheriff's Office
- Schools
- First 5 of San Mateo County
- Other County departments
- Faith communities
- Peninsula Library System Community Information Program
- Municipalities
- Schools
- Foundations
- Thrive (alliance of nonprofits agencies of San Mateo County)

#### **FY 2008-09 Budget Impact:**

Moderate increases in resources to implement major milestones. 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 outpace available funding. Expansion of future service delivery will depend on the availability of funding from a combination of sources. Creating and implementing the milestones in this initiative could require additional staff resources, redirecting existing staff, and ongoing provider resource development. Future cost savings are anticipated from focusing on prevention activities; targeted populations, outcomes, and strategies; and increasing County capacity for service delivery.

#### **Other Significant Objectives by Program**

The Human Services Agency includes the following programs:

- Office of the Agency Director
- Program Support
- Economic Self-Sufficiency
- Child Welfare Services
- Prevention and Early Intervention

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

#### **Office of the Agency Director**

- Ensure the Agency is responsive to needs of the communities and citizens served
- Effectively inform the public of the Agency's mission, programs, and services
- Ensure Agencywide continuous quality improvement and quality assurance that supports strategic and program goals

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**Program Support**

- Promote career growth and development of leadership talent at all levels of the organization to ensure continuity and success of operations and service to the community
- Achieve 100% of completed audits with no major financial management findings

**Economic Self-Sufficiency**

- Assist 50% of WIA-enrolled participants leaving intensive and training services with employment
- Develop job skills and job placement for Jobs for Youth participants in targeted communities

**Child Welfare Services**

- Ensure 18% of all children in foster care for 24 months or longer are discharged to a permanent home
- Ensure no more than 15% of all children discharged from foster care to reunification during the year re-enter foster care in less than 12 months from the date of discharge
- Enhance access to services that strengthen case plans by referring consumers to Family Self-Sufficiency Teams and Benefits Analysts at Family Resource Centers

**Prevention and Early Intervention**

- Support Core Service Agencies to meet the safety net needs of 25,000 individuals/9,000 families
- Provide childcare payment assistance to 2,635 children

# Human Services Agency (7000D) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	131,592,593	132,879,551	157,055,896	161,970,930	4,915,034	163,811,719
Charges for Services	1,275,950	1,073,317	1,401,105	1,533,000	131,895	1,533,000
Interfund Revenue	30,039	31,731				
Miscellaneous Revenue	2,583,537	2,206,751	1,624,849	1,468,140	(156,709)	1,468,140
<b>Total Revenue</b>	<b>135,482,119</b>	<b>136,191,349</b>	<b>160,081,850</b>	<b>164,972,070</b>	<b>4,890,220</b>	<b>166,812,859</b>
Fund Balance	6,594,706	10,965,913	10,965,913	12,083,584	1,117,671	10,194,929
<b>TOTAL SOURCES</b>	<b>142,076,825</b>	<b>147,157,262</b>	<b>171,047,763</b>	<b>177,055,654</b>	<b>6,007,891</b>	<b>177,007,788</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	74,127,494	78,825,254	86,904,310	91,917,047	5,012,737	94,105,247
Services and Supplies	41,059,627	43,922,155	55,250,779	56,907,894	1,657,115	55,471,307
Other Charges	59,815,380	60,124,158	71,508,414	72,835,298	1,326,884	72,751,980
Fixed Assets	362,466	611,880	992,000	492,000	(500,000)	
Other Financing Uses	1,311,738	318,406	318,406	324,565	6,159	324,565
<b>Gross Appropriations</b>	<b>176,676,704</b>	<b>183,801,853</b>	<b>214,973,909</b>	<b>222,476,804</b>	<b>7,502,895</b>	<b>222,653,099</b>
Intrafund Transfers	(21,447,842)	(23,626,224)	(26,374,471)	(28,706,526)	(2,332,055)	(28,535,935)
<b>Net Appropriations</b>	<b>155,228,862</b>	<b>160,175,629</b>	<b>188,599,438</b>	<b>193,770,278</b>	<b>5,170,840</b>	<b>194,117,164</b>
Contingencies/Dept Reserves	4,627,320	8,289,902	8,289,902	10,194,929	1,905,027	10,194,929
<b>TOTAL REQUIREMENTS</b>	<b>159,856,182</b>	<b>168,465,531</b>	<b>196,889,340</b>	<b>203,965,207</b>	<b>7,075,867</b>	<b>204,312,093</b>
<b>NET COUNTY COST</b>	<b>17,779,357</b>	<b>21,308,269</b>	<b>25,841,577</b>	<b>26,909,553</b>	<b>1,067,976</b>	<b>27,304,305</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	820.0	852.0	852.0	856.0	4.0	856.0
Funded FTE	805.0	845.7	845.7	853.0	7.4	853.0



## FY 2008-09 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$6,007,891 or 3.5% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$4,915,034 in this funding source due to increases of \$2,077,481 in CalWORKs administration and aid payments as well as providing One-e-App support for the Children's Health Initiative Program; \$489,587 in eligibility determination activities including expansion of community outreach activities and an increase in staffing capacity to meet federal Medi-Cal and Food Stamp performance standard; \$858,496 in Child Welfare Services (CWS); \$800,000 to expand Transitional Housing Plus services for youth; \$535,412 in Realignment; \$230,071 in Workforce Investment Administration (WIA); \$166,667 in Low Income Family Transportation Grant Funds; \$89,615 in Adoptions and Group Home services; and \$63,892 in Work First and other programs. These increases are offset by a reduction of \$270,158 in various sources including Prop 172 sales taxes, Promoting Safe and Stable Families, Independent Living Program, Foster Care caseloads, CPA 2000 grant funds, and a State adoptions grant; and \$126,029 in reduced staff development costs.

#### Charges for Services

There is an increase of \$131,895 in this funding source due to Work Center charges for services.

#### Miscellaneous Revenue

There is a net decrease of \$156,709 in this funding source due to an increase of \$200,000 in vocational rehabilitation coaching revenues. This increase is offset by reductions of \$258,193 in waste and recycling contracted services, \$38,688 in Family Resource Center (FRC) staff reimbursements, \$25,000 in Marriage Licensing Fee revenues, and \$34,828 in Foster Care trust fund interest.

#### Fund Balance

There is an increase of \$1,117,671 in this funding source, primarily due to the net effect of adjustments in expenditures as a result of Agency organizational restructuring.

### TOTAL REQUIREMENTS

Total Requirements increased by \$7,075,867 or 3.6% from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$5,012,737 in this expenditure category due to an increase of \$4,330,623 in negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; plus an increase of \$682,114 for four new positions.

#### Services and Supplies

There is a net increase of \$1,657,115 in this expenditure category due to increases of \$1,591,391 in labor and other operational costs in Program Support; \$511,500 in tenant improvement costs; \$450,700 in computer equipment costs; \$300,000 in Wraparound services; \$175,000 in a CWS Family Finding pilot project; \$150,000 for a CWS Medical Expert; \$106,770 in CWS-mandated training services; \$100,000 in Shelter automation assessment projects; \$58,000 in WIA outreach activities; and a net increase of \$42,452 in contract services. These increases are offset by a reduction of \$444,839 in Child Welfare System Improvement start up costs, \$362,796 in Eligibility Determination costs, \$220,000 in one-time bridge funding for Community Overcoming Relationship Abuse (CORA) and the Daly City Family Resource Center; \$240,470 in First Five Child Care contract services; \$87,327 in Work Center costs; and \$473,265 in miscellaneous operational costs.

#### Other Charges

There is an increase of \$1,326,884 in this expenditure category due to increases of \$1,004,803 in ISD costs; \$235,000 in Foster Care costs; \$213,270 in Child Care CAPP costs; \$106,600 in liability costs; and \$46,211 in motor vehicle costs. These increases are offset by a reduction of \$279,000, primarily in leased facility costs.

#### Fixed Assets

There is a decrease of \$500,000 in this expenditure category due to elimination of prior one-time replacement network appliances.

#### Other Financing Uses

There is an increase of \$6,159 in this expenditure category due to higher debt service payment for the building located at 2500 Middlefield Road in Redwood City.

#### Intrafund Transfers

There is an increase of \$2,332,055 in this expenditure category due to negotiated labor and increased operational costs.

### Contingencies and Departmental Reserves

There is an increase of \$1,905,027 in this expenditure category. Year-end Fund Balance of \$12,083,584 will be used as follows: restoration of total Reserves at a level of \$10,194,929 including \$9,271,755 in Agency Reserves, \$313,335 in Agency Child Care Reserves, and \$609,839 in Collaborative Reserves; \$105,000 for a partnership agreement for child medical expert services; \$122,500 for implementation of a Family Finding Pilot program; \$500,000 for integration of client case management systems; \$500,000 for the Emancipating Foster Youth housing projects; \$495,318 for one-time costs for the new Receiving Home at the Youth Services Center; \$100,000 for upgrade to the Homeless and Safety Net data systems; and \$65,837 for outreach campaign to educate and inform the community about the agency services. The Agency continues to exceed the 2% minimum in Reserves required by County policy.

### **NET COUNTY COST**

There is a net increase of \$1,067,976 or 4.1% in this Agency's General Fund allocation, primarily reflecting increases of: \$829,502 for the unfunded portion of negotiated labor costs; \$192,053 for a previously approved 3% increase for community-based service providers; and \$46,384 for the unfunded portion of increased debt service for the new Youth Services Center.

## **FY 2009-10 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$47,866 or 0.03% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Intergovernmental Revenues

There is an increase of \$1,840,789 in this funding source due to an increase of \$1,731,222 for reimbursements of higher labor costs, partially offset by reductions of \$109,567 in sources associated with one-time prior year contract services.

#### Fund Balance

There is a decrease of \$1,888,655 in this funding source due to elimination of prior one-time use of Fund Balance including: \$500,000 for FRC/Self-Sufficiency Teams data system development; \$500,000 for emancipated foster youth projects; \$495,313 for the Children's Receiving Home; \$227,500 in CWS pilot projects; \$100,000 in homeless and safety net data projects; and \$64,837 for Client Outreach Services.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$346,886 or 0.2% from the FY 2008-09 to the FY 2009-10 Adopted Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$2,188,200 in this expenditure category due to negotiated labor costs.

#### Services and Supplies

There is a decrease of \$1,436,587 in this expenditure category due to elimination of prior year one-time costs of \$500,000 for the development of a data system for the Family Resource Center/Self-Sufficiency Teams; \$500,000 for emancipated foster youth projects; \$495,313 for the Children's Receiving Home; \$227,500 in CWS pilot projects; \$100,000 in homeless and safety net data projects; and \$77,904 for Client Outreach Services. These decreases are partially offset by \$280,503 in internal charging, increases in labor costs from Program Support, and an increase of \$197,814 for 3% cost-of-business adjustments for community-based organizations.

#### Other Charges

There is a decrease of \$83,318 in this expenditure category reflecting elimination of prior year costs for the new Receiving Home.

#### Fixed Assets

There is a decrease of \$492,000 in this expenditure category due to elimination of prior year one-time automation costs.

#### Intrafund Transfers

There is a decrease of \$170,591 in this expenditure category due to elimination of prior year one-time expenses, partially offset by increases reflecting labor costs for Program Support that are cost-applied to other HSA divisions.

### Contingencies and Departmental Reserves

There is no change in this expenditure category. The Agency continues to exceed the 2% minimum in Reserves required by County policy.

### **NET COUNTY COST**

There is an increase of \$394,752 or 0.01% in this Agency's General Fund allocation. This is primarily a result of labor cost increases, offset in part by increased State and federal reimbursements.

## Office of the Agency Director (7100B)

### Program Locator

#### County

Children, Youth and Family Services

Human Services Agency



**Office of the Agency Director**

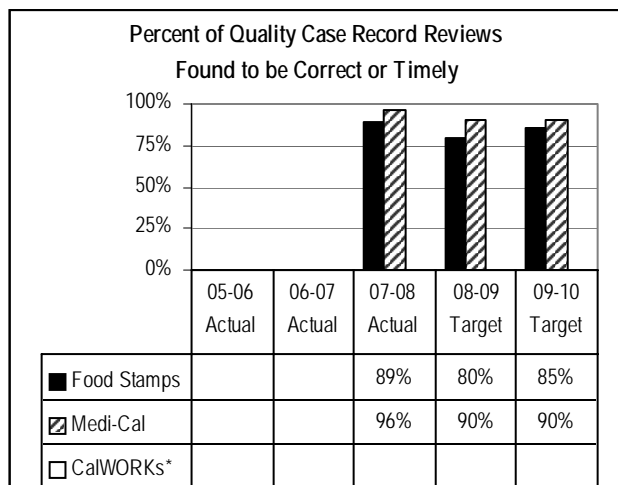
Program Support

Economic Self-Sufficiency

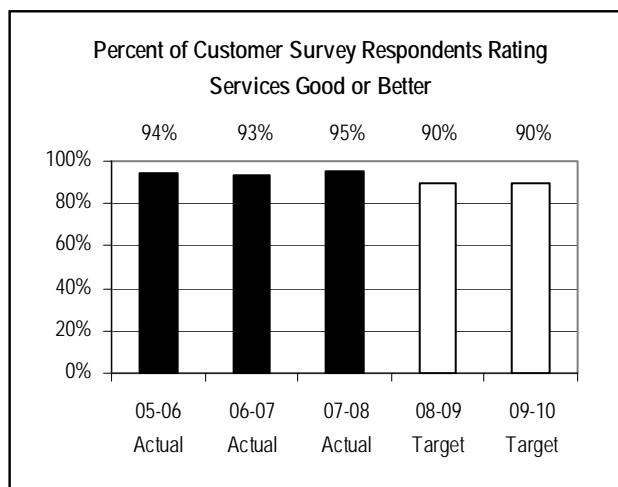
Child Welfare Services

Prevention and Early Intervention

### Headline Measures



\*This measure in data development stage.



### Program Outcome Statement

The Office of the Agency Director provides leadership to ensure the Agency achieves its vision, mission and strategic priorities; builds and maintains productive partnerships with local public and private agencies and other organizations; and pursues excellence in the

delivery of effective, efficient, quality services to individuals, families, and communities.

### Services and Accomplishments

The Office of the Agency Director primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by engaging the community in identifying human services needs and working with community members toward solutions; improving coordination of delivering human services; advocating for policy change; seeking ways to maximize every dollar of Net County Cost; and securing and providing administrative and operational resources that assist HSA staff in the design, delivery, and maintenance of effective and quality client and community services.

The Office of the Agency Director provides overall Agency leadership through continuous quality improvement; quality assurance and quality control; planning and evaluation; public information and legislative services; and support to the Board of Supervisors, County Manager, and other County agencies and the public.

The following are major accomplishments in the current year:

- Adopted and began implementation of a new HSA strategic plan for 2008-2013 that includes a new mission, vision, values, and five strategic goals with accompanying outcomes and progress indicators. More than 100 community stakeholders gave input during the planning process, which also included more than 40 internal planning meetings.
- Adopted and began to implement recommendations from the Agency reorganization study to achieve maximum service delivery.
- Completed 18 Council on Accreditation (COA) practice self studies to demonstrate Agency implementation of more than 700 national and international evidence-informed standards; hosted a team of five external peer reviewers who validated the extent to which the practice studies accurately documented the degree to which the Agency implements the standards. The successful accreditation decision was announced in October 2008.
- Established a new Quality Assurance (QA) unit to ensure a high caliber of program integrity in income assistance and child welfare services programs. In Economic Self-Sufficiency, the QA unit set standards for case record reviews and coordinated and verified compliance in six audits/corrective action plans such as Medi-Cal performance standards, TANF single audit, and Food Stamps. In Child Welfare Services, the QA unit coordinated the Higgins Review of relative foster care placements.
- Enhanced cultural competency, sensitivity, and awareness of Agency staff through approximately 18 diversity events including Black History Month, Latino/Hispanic Heritage Month, and Native American Heritage Month.
- Enhanced the Agency's Quality Improvement Program (QIP) by implementing an operational plan; convening over 25 team

meetings; training Agency staff on the elements of quality in the human services; and promoting Agencywide awareness of the link between accreditation and quality improvement (e.g., the Agency intranet site, information sheets, and presentations at six all-staff meetings in programs).

- Launched a review of over-representation of African American children in out-of-home care.

### Story Behind Performance

A new Office of the Agency Director program has been created, encompassing several new functions as well as several functions previously housed in Program Support. As a result of this reorganization, the Agency Director is now focused more directly on leadership, culture, quality, and overall Agency performance.

A new strategic plan for 2008-2013 has been created and is being implemented, which includes a new mission, vision, and values, as well as five-year goals, outcomes, and indicators to realize the new mission and vision. As a result of the new strategic plan, all performance measures have been updated to create better alignment of strategies to outcomes. The five-year goal for the Office of the Agency Director is to ensure that HSA has a proactive culture that is structured to achieve its vision, mission, and strategic goals; manage change effectively; and promote equitable and effective outcomes for staff, customers, and community. Ongoing progress reporting and engagement in targeted communities are part of implementing the strategic plan.

The Agency supports an ongoing culture of excellence through strategies consisting of accreditation, a QIP, and performance and quality improvement plans. To reach the goal of achieving accreditation, practice self-studies comprising nearly 10,000 pages of documentation were submitted to Council on Accreditation (COA) in March 2008, culminating an effort that began in FY 2006-07. These self-studies describe how well the Agency is implementing COA evidence-informed standards. The QIP is a management system that engages staff at all levels to identify areas of needed improvements, and to implement improvement plans in support of achieving performance targets, program goals, and positive staff and client outcomes. An FY 2009-10 target of 99 Quality Improvement teams Agencywide will bring HSA to full capacity with teams to review and analyze program data, solve problems, and generate action plans to standardize excellent practice or make improvements when needed. In 2008, 25 team meetings kicked off the start-up phase for continuous quality improvement teams.

Supporting community outreach and education, the Public Information Office facilitated numerous information and awareness media efforts such as press releases, television, cable station, radio, and online segments, as well as 18 diversity events to enhance staff cultural competency, sensitivity, and awareness. The success of the public announcement and open house celebrating the relocation of the Office of Veteran's Services demonstrated the importance of the Agency's capacity for outreach.

A new QA unit was established in July 2007. Early goals included recruiting staff, creating processes for case record reviews of procedural compliance and benefit payment accuracy, and coordinating State and federal audits and reviews for programs. The unit performed monthly focus reviews of all Medi-Cal discontinuances for November and December 2007, resulting in 93% procedural compliance and avoiding State sanctions. Key learnings from the food stamps management evaluation conducted in 2007 will guide the unit toward reaching State payment error standards. A pilot for a data tracking tool started in February 2008. This tool will create the capacity to conduct valid sample case record reviews (1<sup>st</sup> and 2<sup>nd</sup> tier) for eligibility programs and child welfare foster care relative placement assessments.

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

- To manage HSA programs in a fiscally uncertain environment, effectively identify and secure financial resources, and leverage funding sources to maximize all revenue
- To meet growing community needs in an uncertain economic environment
- To stabilize a new organizational structure designed to improve service delivery and to align to the new Agency strategic plan
- To meet federal and state standards to improve client outcomes and avert sanctions in an environment of anticipated funding reductions
- To maintain strong Agency and program performance in an environment of significant management retirements
- To maintain COA and Commission on the Accreditation of Rehabilitation Facilities (CARF) best practice standards

### Program Objectives

The Office of the Agency Director will meet performance targets by doing the following:

#### Ensure the Agency is Responsive to Needs of the Communities and Citizens Served

- Implement and update the Agency's new strategic plan and integrate with County Shared Vision 2010/2025
- Implement Agency reorganization structure to achieve maximum service delivery
- Revise and monitor performance measures to conform to new Agency strategic plan
- Convene Agency community advisory group to review mid- and year-end progress on strategic plan; update as needed
- Implement a knowledge management process for evidence-informed assessments of priority policy and management issues

#### Effectively Inform the Public of the Agency's Mission, Programs, and Services

- Increase Agency visibility and public awareness of Agency services through a targeted social marketing campaign
- Target outreach and education about Agency services in East Palo Alto, South San Francisco, La Honda, and Pescadero

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Assure a Functional Service Delivery System in Cooperation with Staff and Partners

- Work across county departments to further county strategies for health coverage for all residents
- Partner with county law enforcement, criminal justice, health, and human services providers to serve criminal justice population re-entering San Mateo County

Achieve an Overall Stakeholder Satisfaction Rating of at least 90%

- Improve and expand the process of evaluating customer satisfaction to include interviews, surveys, and focus groups

Ensure Agencywide Continuous Quality Improvement and Quality Assurance that Supports Strategic and Program Goals

- Maintain COA accreditation through the Continuous Quality Improvement Program
- Conduct focus reviews on Medi-Cal discontinuances, and valid sample case record reviews in self-sufficiency programs and in relative-home child placements to improve program integrity
- Implement recommendations received from fiscal operations review and the Medi-Cal call center review

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We D (Effort)</b>					
Number of performance measures monitored	35	34	31	59	60
Number of quality control case record reviews:					
- Self-sufficiency cases <sup>(1)</sup>	---	---	---	2,317	2,317
- Child Welfare removal cases	---	---	---	175	175
Number of quality improvement teams in full operation	---	---	25	50	99
Number of culturally and linguistically appropriate public education materials developed and/or published for targeted communities	---	---	14	18	20
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of quality case record reviews found to be correct or timely:					
- Food Stamps	---	---	89%	80%	85%
- Medi-Cal	---	---	96%	90%	90%
- CalWORKs (data development)	---	---	---	---	---
Number of community meetings and/or events held in targeted neighborhoods	---	---	7	11	11
Percent of quality improvement:					
- Performance measures met (data development)	---	---	---	---	---
- Case record reviews performed against valid sample (data development)	---	---	---	---	---
- Incident reports reviewed (data development)	---	---	---	---	---
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of customer survey respondents rating services good or better	94%	93%	95%	90%	90%

<sup>(1)</sup>Food stamp applications and Medi-Cal discontinuances will be priorities for FY 2008-09.

## Office of the Agency Director (7100B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution		21.0	21.0	20.0	(1.0)	20.0
Funded FTE		20.0	20.0	20.0		20.0
 Total Requirements	2,270,882	3,011,755	3,720,222		(3,720,222)	
Total Sources	4,948	14,173				
Net County Cost	2,265,934	2,997,582	3,720,222		(3,720,222)	
 NCC Breakdown						
Mandated Services			3,720,222		(3,720,222)	

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$0. The expenditures in this program are cost-applied to various programs throughout the Agency.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; and the transfer of positions and funding between several programs reflecting the Agency reorganization, which is budget-neutral at the Agency level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(702,693)	(3,017,529)	0	(3,720,222)	(3)

#### 2. Staffing Adjustments

One Social Worker III has been added to increase the capacity of the Quality Control Unit by conducting independent internal fiscal and program audits, case reviews, training, and corrective action activities specific to individual HSA program requirements. One Executive Secretary has been added to support the Northern Regional Director position that was added to the Agency as part of the transfer of Alcohol and Drug Services to the Health Department in FY 2007-08. The increased expense is cost-applied to various Agency programs that are supported.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	209,750	(209,750)	0	0	2

#### 3. Agency Outreach Campaign

Appropriations have been added to provide more effective and accessible program information to HSA clients and the community. This initiative is based upon the Strategic Planning process and community feedback, which established that a more concentrated effort was

needed to increase community awareness and enrollment in Agency programs such as Food Stamps and Medi-Cal. The increased expense is cost-applied to various Agency programs that are supported.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	150,000	(150,000)	0	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(342,943)	(3,337,279)	0	(3,720,222)	(1)

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases and inclusion of merit increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	50,049	(50,049)	0	0	0



## Program Support (7010B)

### Program Locator

#### County

Children, Youth and Family Services

Human Services Agency

Office of the Agency Director



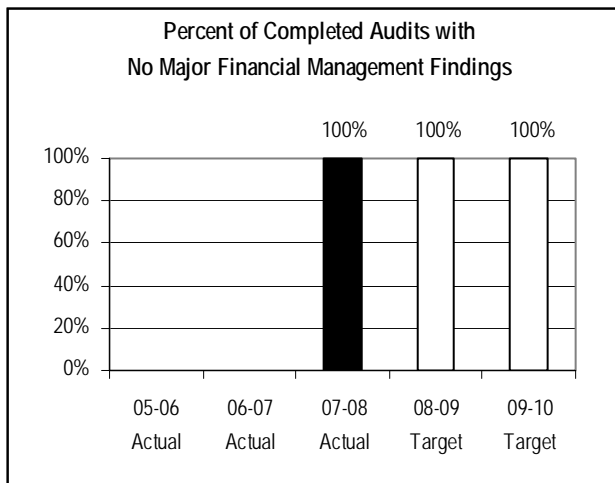
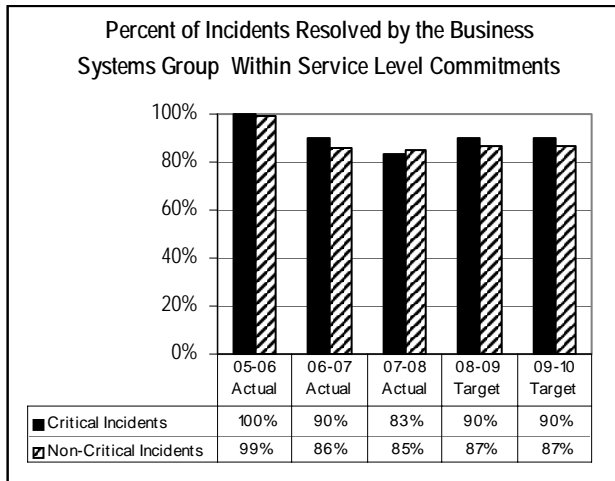
#### Program Support

Economic Self-Sufficiency

Child Welfare Services

Prevention and Early Intervention

### Headline Measures



### Program Outcome Statement

Program Support provides leadership, consultation, facilitation, and essential centralized services to Human Services Agency (HSA) staff, community partners, federal and State agencies, and other local governmental units to support the delivery of effective and efficient quality services to individuals and families.

### Services and Accomplishments

Program Support primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by securing and providing administrative and operational resources that assist HSA staff in the design, delivery, and maintenance of effective client and community services. Program Support provides personnel services, human resource development, contracts and facilities management, appeals and fair hearings, financial services, and automation and technology systems development and management to staff and community stakeholders.

The following are major accomplishments in the current year:

- Promoted leadership, career development, and succession continuity by: (a) completing an on-boarding document to orient new Agency directors to the people, programs, management, and operations of the Agency; (b) increasing retention of critical financial management knowledge through development of a pilot web-based knowledge retrieval system; (c) completing a new Agency Leadership Handbook, an updated Employee Handbook, and an updated Administrative Handbook; (d) initiating five new professional development, compliance, workplace safety, behavior management, and clients rights trainings; and (e) completing nearly 80% of individual employee performance appraisals in a timely manner.
- Created a more robust Agency emergency management and workplace safety capacity by updating the emergency response plan, performing ergonomic evaluations, expanding and training emergency response volunteers, and conducting emergency drills.
- Standardized the Agency Request for Proposals (RFP) process to improve the integrity and outcomes of making awards; and achieved a 97% on-time completion rate for approvals and renewals of service contracts.
- Increased and streamlined financial management capacity and efficiency including: increasing Agency reserves by \$3 million; participating in a Board of Supervisors-sponsored management review that identified areas to build on or strengthen; mapping and automating portions of the CalWIN financial reporting process to reduce time spent preparing assistance claims; and forming cross-trained teams to produce the Agency's two most financially critical claims.
- Increased Data Center capacity to assure maximized business systems support of Agency operations by: (a) developing a Business Systems disaster recovery strategy; (b) improving efficiency of server usage resulting in a 30% reduction of power consumption costs and in software licensing costs; and (c) improving Agency capacity to produce automated management reports, generate dashboards, and enable end-users to access management reports directly.

## Story Behind Performance

To keep up with the increasing demand for automated systems delivery and services, the Business Systems Group (BSG) is implementing industry best practice standards, including those of the Council on Accreditation (COA), to ensure better service management in information technology development and support. During the fourth quarter of FY 2007-08, service-impacting incidents significantly increased as users were preparing for the COA on-site accreditation review, and this resulted in BSG performance on service level commitments being under target. However, with a focus on customer service, BSG staff responded to report requests in the requested timeframe 85% of the time. In addition to application support, continued increases in network and server infrastructure capacity and data reports automation will maximize BSG support of Agency operations.

Efforts in knowledge management were central to performance of the Agency's human resources, training and development (HRD) team. HSA-sponsored mandatory training hours exceeded targets, as staff was prepared for COA accreditation and job-related skills. Knowledge retrieval was piloted in a web-based system that captures key insights from retiring senior financial management. HRD plans to launch a campaign to roll out an employee development planning policy, incorporating training and a pilot implementation with supervisors. New employees receive training on the employee development plan (EDP) during orientation, and integrate the plan with each annual performance appraisal. To assist all Agency employees with the roll out, HRD has equipped Career Coaches with tools and resources. A revised mentoring program for the workforce will be offered to complement existing career planning efforts underway in the Agency.

The Administrative Services Team monitored completion and approval of contract agreements through dashboard reports and summaries to executive management. With guidance from the Contracts Team, staff achieved a 97% on-time approval rate for direct client services agreements. The Agency enhanced the contracts system to track direct services agreements, and set a target for on-time approval of 95%. Improvements to streamline and ensure consistency of the Request for Proposals (RFP) process include an automated template that guides program staff through proper completion of forms.

Overall financial audit performance met targets with no major financial management findings. Improvements in financial management activities were initiated following a lengthy self-study process in preparation for accreditation. At the same time, the capture and transfer of business intelligence was conducted to ensure a smooth transition following retirement of the Finance Director. Financial management and all staff participated in the comprehensive management review by an outside consulting firm that will address efficiencies and cost-saving measures in the Financial Services unit.

Program Support has set a five-year goal to facilitate improvements in financial, human, information, and physical resources to support a vision of better services to individuals, families, and communities.

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

- To respond to increasing and complex demands to provide administrative support to HSA staff and community partners
- To identify and secure financial resources to leverage funding in new and varied ways to fully fund HSA programs
- To expand opportunities for appropriate transfer of knowledge in an environment of increased retirements and succession continuity challenges

## Program Objectives

Program Support will meet performance targets by doing the following:

### Achieve 80% of Business Systems Group (BSG) Report Requests Meeting Customer Requirements Completed within the Requested Timeframe

- Enhance current IT processes and procedures including automation of HIT Center processes and development of infrastructure for an enterprise reporting system, while continuing core information system operations
- Establish BSG service desk as the single point of contact for all technical-related issues
- Demonstrate, in completed IT projects, BSG understanding of end-user/customer work processes and systems
- Establish a collaborative data request process with end users, which includes defining reporting standards within programs
- Continue to improve quick and easy access to case files by expanding the case file imaging project

### Promote Career Growth and Development of Leadership Talent at all Levels of the Organization to Ensure Continuity and Success of Operations and Service to the Community

- Develop and provide training to contribute to improving direct client service customer engagement by the delivery of respectful, caring, and error-free customer service
- Ensure that new HSA employees receive employee development plan training at orientation
- Implement a revised Agency mentorship program

### Achieve 100% of Completed Audits with No Major Financial Management Findings

- Improve financial management practices through quality improvement and compliance programs related to audit management and COA standards
- Develop and implement protocols for receiving, prioritizing, classifying, responding, and evaluating responses to customer requests for financial management assistance
- Maximize use of existing program resources through revenue enhancement and cost reduction activities, development of a multi-year revenue plan, and productivity improvement projects
- Maximize use of federal, State, and grant funds while minimizing use of County funds

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Achieve 95% On-Time Approval of All Direct Client Service Delivery Contracts

- Train all staff involved in the contracting process, including how to access the online contracts handbook and one-on-one consultation with their contract specialist
- Review pending RFPs to ensure all required language is included before RFP issuance
- Issue dashboard reports and enhance the contract database to capture direct client service categories of information

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of incidents reported to the Business Systems Group (BSG):					
- Critical incidents	---	514	338	320	290
- Non-critical incidents	---	7,391	7,896	7,100	6,800
Number of report requests to the BSG <sup>(1)</sup>	---	---	409	235	235
Number of hours community and agency participants spend in HSA-sponsored training to meet mandated requirements and/or enhance professional development <sup>(2)</sup>	---	14,596	36,523	17,100	17,100
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of incidents resolved by the BSG within service level commitments:					
- Critical incidents	100%	90%	83%	90%	90%
- Non-critical incidents	99%	86%	85%	87%	87%
Percent of direct client service delivery contracts receiving on-time approval	---	---	97%	95%	95%
Number and percent of HSA employees who have an employee development plan (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of BSG report requests meeting customer requirements completed within the requested timeframe	---	---	85%	80%	80%
Number and percent of completed audits with no major financial management findings	--- / ---	--- / ---	3 / 100%	3 / 100%	3 / 100%
Percent of staff and community partners responding that Program Support services were accessible and effective (data development)	---	---	---	---	---

<sup>(1)</sup>Number of report requests for FY 2007-08 was affected by migration to a new tracking system and business practices changes; targets for following years reflect more stable conditions.

<sup>(2)</sup>Training hours for FY 2007-08 reflect increases due to COA staff training plus Social Worker training and development activities.

## Program Support (7010B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	116.0	102.0	102.0	105.0	3.0	105.0
Funded FTE	115.0	102.0	102.0	105.0	3.0	105.0
 Total Requirements	2,785,660	6,034,222	5,494,935	10,919,078	5,424,143	10,954,701
Total Sources	5,671,915	9,274,820	8,841,636	10,520,634	1,678,998	10,554,031
Net County Cost	(2,886,255)	(3,240,599)	(3,346,701)	398,444	3,745,145	400,670
 NCC Breakdown						
Mandated Services			(3,346,701)	398,444	3,745,145	400,670

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$398,444 or 24.2%, of which 100% is for mandated staff development activities.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes and increases in reimbursements (Intrafund Transfers) from other HSA divisions due to increased labor costs; and the transfer of positions and funding between several programs reflecting the HSA reorganization, which is budget-neutral at the Agency level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
492,454	2,422,054	1,097,062	718,483	3,745,145	3

#### 2. Automation Expense

Appropriations have been adjusted for the purchase new servers, replacement of network appliances and servers whose warranties expire in FY 2008-09, and expansion of the Storage Area Network to accommodate growth in imaged case files. This is an internal adjustment only.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(460,000)	0	0	(460,000)	0
0	460,000	0	0	460,000	0

#### 3. Adjustments to Fund Balance

Increased Fund Balance from the prior year has been set aside in Reserves for Receiving Home moving expense, Emancipated Foster Youth housing projects, Middlefield project expense, and information technology projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,186,544	0	0	1,186,544	0	0

## TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,678,998	2,422,054	1,097,062	1,905,027	3,745,145	3

## FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in intergovernmental revenues commensurate with increased labor costs for staff development; elimination of one-time expenses and associated Fund Balances used to fund these appropriations; and decreased Intrafund Transfers related to labor costs that are cost-applied to the various other HSA programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
33,397	(185,017)	220,640	0	2,226	0

## Economic Self-Sufficiency (7200B)

### Program Locator

#### County

Children, Youth and Family Services

Human Services Agency

Office of the Agency Director

Program Support

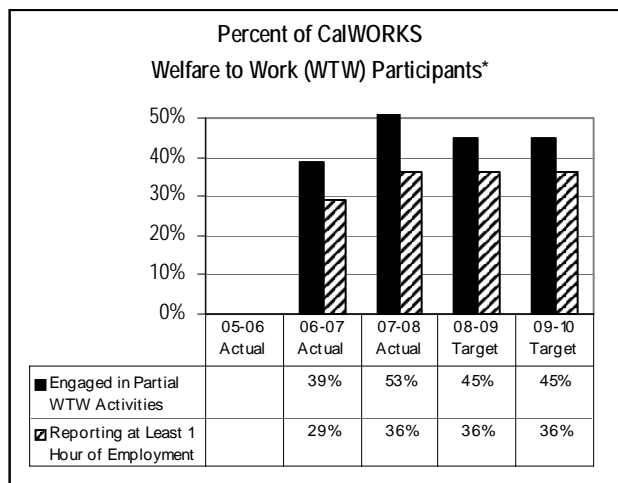


**Economic Self-Sufficiency**

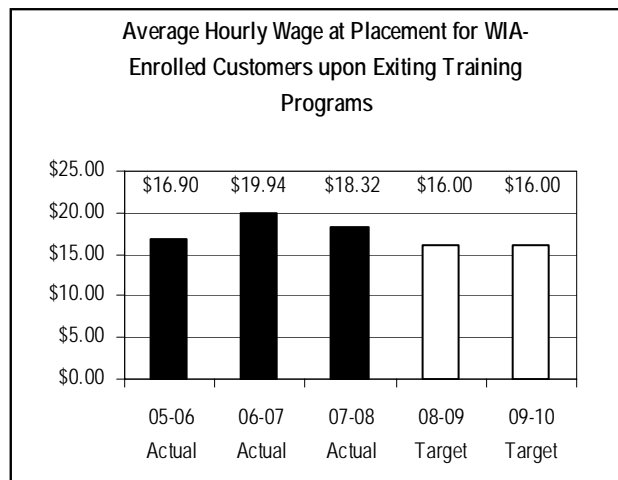
Child Welfare Services

Prevention and Early Intervention

### Headline Measures



\*Does not report performance on the federal work participation rate.



### Program Outcome Statement

Economic Self-Sufficiency programs and community partners support individuals and families by providing job-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 in locating and retaining jobs, and attaining self-sufficiency.

Economic Self-Sufficiency includes employment services, Workforce Investment Act (WIA), CalWORKs, Food Stamps, Medi-Cal, General Assistance, Cash Assistance Program for Immigrants, Veterans Services, Jobs for Youth, fraud investigation, and other health insurance programs. San Mateo County operates four one-stop, multi-service employment centers known as Peninsula Works, as well as Vocational Rehabilitation Services.

The following are major accomplishments in the current year:

- Implemented the CalWORKs Family Engagement Initiative. This included startup of new client engagement strategies and internal business process improvements to increase the work participation rate.
- Completed the CalWIN evaluation to identify business practice improvements and began implementation phase.
- Completed the CalWORKs child-only study that identified issues and service needs of approximately 1,200 child-only families in San Mateo County.
- Partnered with the San Mateo County Community College district to launch a new career training program to prepare young adults and adults for careers in the court system. The first class of 28 students that graduated in 2007 included nine low-income young adults and 14 clients who were receiving governmental assistance.
- Awarded \$300,000 in special grant funding to continue the Skills, Testing, Assessment, and Re-Employment (STAR) program. This program helps laid off workers re-enter the workforce.
- Awarded \$600,000 from the Bay Area Funding Collaborative to create career pathways into biotechnology for disadvantaged youth and adults.
- Partnered with the California School Age Consortium of San Francisco and Santa Clara counties to secure a grant to build new career opportunities for youth and adults in after-school jobs and to link those jobs to long term careers. The regional partnership has awarded a total of \$300,000 for three years.
- Partnered with the Second Harvest Food Bank, the African American Community Health Advisory Committee, and Core Service Agencies to decrease hunger and food insecurity through food stamp outreach and enrollment. The workgroup projects that 50 applications per month will be taken in the community.
- Implemented the Deficit Reduction Act Medi-Cal citizenship requirements and continued to evaluate and respond to the impact on the client population.

- During the academic year (September 2007-August 2008), the County hired 62 youth through the Jobs for Youth Summer Internship program. Served 3,131 youth ages 14-21 seeking part time or full time employment, placing 855 or 27% in jobs/ internships, and providing the remainder with job search and preparation skills.
- Expanded and relocated the County Veterans Services office to make it more accessible to the veteran population, and created a Veteran Services Assistant position to conduct outreach and provide additional services to veterans.

### Story Behind Performance

CalWORKs Welfare To Work (WTW) clients face complex challenges engaging in required WTW activities and in obtaining employment at livable wages in a high cost of living county. Although, at the end of FY 2007-08, 53% of clients engaged in partial WTW activities and 36% reported at least one hour of employment, these results do not reflect performance as required by the federal work participation rate.

Grant funding has supported significant numbers of high wage placements in the biotech industry in recent years, with average hourly wage at placement for WIA-enrolled customers upon exiting training programs being \$19.94 in FY 2006-07 and \$18.32 in FY 2007-08. Average hourly wage targets for the next two years have been lowered to \$16.00 for several reasons—significant negative changes in economic conditions, a steady increase in San Mateo's unemployment rate for the past several months, expiring grant funding, biotech jobs leaving the county, and workforce funding reductions that leave fewer resources to support the training and development needed to move clients into higher wage jobs. Even though WIA average hourly wage is currently higher than the \$16.00 target, it is still far below what is required to achieve self-sufficiency in San Mateo County.

Top program priorities for the next two years are to promote greater self-sufficiency among the neediest, eligible residents of the County by increasing employment, enrollment in healthcare, and food security.

Workforce funding is at its lowest level in over five years, both locally and nationally. The result could be an increasing demand for services at a time when there are fewer resources and funding available to serve that need. Economic warning signs on the horizon—recent national and local job loss figures, and sharp declines in mortgage and construction industries—make employment more difficult to find for clients, and even more challenging to maintain since they have limited seniority in new jobs or new industries. Entry-level employment opportunities are decreasing in the biotech industry, which means employment opportunities for HSA clients cluster in the service sector, where entry-level wages are lower.

An estimated 128,000 people in San Mateo County live in households experiencing a range of food shortage problems. Approximately 32,000 low-income adults in the County are food

insecure and approximately 9,000 eligible residents are not participating in the Food Stamp Program. The U.S. Department of Agriculture ranks California as the 11<sup>th</sup> worst state in terms of hunger and food insecurity. Outreach and evaluation to increase local food stamp participation is a priority over the next two years.

Enrollment in Medi-Cal is the Agency's primary mechanism to provide access to healthcare for eligible clients. San Mateo County has made great strides in enrolling children in health insurance programs. However, the challenge remains to reach, enroll, and retain adults in Medi-Cal, despite the complexity of eligibility determination. Currently there are approximately 28,000 adults enrolled in Medi-Cal, and the Agency hopes to increase that figure by 3% over the next two years.

An Agencywide restructuring is now being concluded to properly align programmatic functions in the appropriate budget units, as a final phase in implementing the revised organization structure that was set up in the FY 2008-09 Recommended Budget presented last May. This includes transferring certain functions from Economic Self-Sufficiency and Child Welfare Services to Prevention and Early Intervention. The changes in position allocation and budgetary revenue/appropriations have been included in this Adopted Budget (see the Funding Adjustments sections for each of these programs). The program narratives will be revised in next year's Recommended Budget to reflect the entirety of these organizational changes.

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

- To sustain and enhance self-sufficiency programs in lieu of proposed decreases in federal and state funding and an increasingly competitive grant environment
- To increase CalWORKs Welfare to Work (WTW) client participation in employment-related activities in response to Temporary Assistance to Needy Families (TANF) reauthorization, and assure avoidance of fiscal sanctions
- To place unemployed individuals in occupations with a wage and career ladder enabling self-sufficiency in light of the county's increasingly high cost of living
- To increase food stability and reduce hunger in the community by increasing local Food Stamp participation rates
- To make enhancements in client service delivery systems that assure achievement of mandated outcomes
- To build operational capacity for achieving mandates and client outcomes

### Program Objectives

Economic Self-Sufficiency will meet performance targets by doing the following:

#### Assist 50% of WIA-Enrolled Participants Leaving Intensive and Training Services with Employment

- Assist the County's Jail Re-entry Task Force to help the County identify new employment and training strategies
- Create increased educational, employment, and training opportunities for economically disadvantaged youth including



current and former foster youth and youth involved with the juvenile justice system

Assist Sanctioned CalWORKs Families to be Re-Engaged in

Allowable Activities

- Engage a higher percentage of CalWORKs participants in countable work-related activities
- Engage CalWORKs families in activities to prevent sanctions and protect children
- Partner with the community college district to tailor programs that meet the needs of the CalWORKs population
- Continue to implement strategies and redirect current resources to better target those most in need and hardest to serve
- Identify and implement best practices to achieve an increase in the work participation rate and self-sufficiency for CalWORKs recipients

Increase the Number of New and Approved Food Stamp

Applications by 3% per Quarter

- Continue to implement and evaluate effectiveness of strategies identified in the Food Stamp outreach and enrollment plan
- Enhance two-tiered case record reviews of Food Stamp denials
- Improve community knowledge about the Food Stamp program and increase referrals to the Food Stamp program

Increase Community Understanding of the Medi-Cal Program

- Launch an education campaign to increase knowledge about Medi-Cal and what share of cost means

Develop Job Skills and Job Placement for Jobs for Youth

Participants in Targeted Communities

- Mentor and assist youth in the Jobs for Youth Program to develop job skills and achieve self-sufficiency through employment

Expand Services Provided to Veterans

- Increase outreach and access to services for veterans

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of participants using PeninsulaWorks Centers	20,089	17,654	19,586	16,000	16,000
Number of veterans served (data development)	---	---	---	---	---
Number of youth receiving employment services, including Jobs for Youth (data development)	---	---	---	---	---
Number of Food Stamp applications:					
- New applications	---	---	9,830	10,130	10,434
- Approved applications	---	---	4,254	4,427	4,607
- Denied applications	---	---	5,988	5,065	5,239
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of sanctioned CalWORKs families who are re-engaged in Welfare to Work activities (data development)	---	---	---	---	---
Percent of WIA-enrolled participants leaving Intensive and Training services with employment	51%	60%	64%	50%	50%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Average hourly wage at placement for WIA-enrolled customers upon exiting training programs	\$16.90	\$19.94	\$18.32	\$16.00	\$16.00
Number and percent of CalWORKs participants receiving support services nine months after leaving CalWORKs (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
Percent of CalWORKs Welfare to Work (WTW) participants: <sup>(1)</sup>					
- Engaged in partial WTW activities	---	39%	53%	45%	45%
- Reporting at least one hour of employment	---	29%	36%	36%	36%

<sup>(1)</sup> Does not report performance on the federal work participation rate.

## Economic Self-Sufficiency (7200B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	439.0	464.0	464.0	457.0	(7.0)	457.0
Funded FTE	428.6	459.7	459.7	455.5	(4.1)	455.5
 Total Requirements	79,142,699	82,315,720	98,538,169	100,868,580	2,330,411	102,125,831
Total Sources	73,774,797	74,497,715	89,992,970	92,531,600	2,538,630	93,725,363
Net County Cost	5,367,902	7,818,005	8,545,199	8,336,980	(208,219)	8,400,468
 NCC Breakdown						
State Grants Match			438,833	438,833		444,520
CalWORKS MOE			2,327,232	2,327,235	3	2,327,235
Mandated Services			4,706,663	4,698,237	(8,426)	4,698,237
Non-Mandated Services			667,055	522,055	(145,000)	554,827
Local Overmatch			405,416	350,620	(54,796)	375,649

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$8,336,980 or 8.3%, of which \$872,675 is discretionary. This discretionary amount includes mandated services currently provided with no maintenance-of-effort or local match requirements, and discretionary services that include employment services for General Assistance clients, Jobs for Youth programs, counseling for vocational rehabilitation participants, and Veterans Services.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; payment of cost-applied charges from Program Support; increased program costs in CalWORKs, Aid to Families with Dependent Children (AFDC), Cash Assistance Program for Immigrants, and Work First; and increased automation charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,325,484	2,387,731	34,324	0	96,571	0

#### 2. Health Information Telecenter (HIT) Positions

Five positions have been added, one Human Services Supervisor-E and four Benefit Analyst IIs, offset by the deletion of one vacant Human Services Supervisor-U-E and six vacant Office Assistant IIs. The new positions will address staffing needs related to current and future work volume in processing Medi-Cal and Food Stamps cases in accordance with an independent consultant assessment performed by Intelegy Corporation in January 2008. There is no additional Net County Cost associated with this adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	377,082	0	0	377,082	5
0	(377,082)	0	0	(377,082)	(7)

### 3. Structural Reorganization

An Agency-wide restructuring has been implemented to properly align the major divisional budgets with the current organizational structure. Seven positions have been transferred to the new Prevention and Early Intervention program that was established in the FY 2008-09 Recommended Budget. There is no change in the Human Services Agency's overall Net County Cost as a result of these adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(151,950)	(668,532)	152,429	0	(364,153)	(7)

### 4. Cost-Applied Charges for Quality Control Support Services

Prorated cost-applied charges of \$228,801 have been included to cover the ESS-related portion of funding adjustments that were made to increase the HSA Quality Control Unit's capacity to provide more effective and accessible program information to clients and the community—including internal fiscal and program audits, case reviews, and training activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
196,214	228,801	0	0	32,587	0

### 5. Staffing Adjustments

Staffing adjustments have been made as follows: (1) one Human Services Analyst II has been added to act as a liaison between CalWORKs clients and organizations to assist CalWORKs clients in meeting their federally mandated hours of work participation, with approximately 98% of the increased expense covered by the existing CalWORKs Administration allocation; (2) one Community Program Specialist II has been transferred in from the Health Department to support screening and eligibility determination activities in the countywide One-e-App web-based application processing system for the Children's Health Initiative (CHI) Program; (3) one Job Development Specialist II—Unclassified has been converted to permanent status, with no associated Net County Cost change; and (4) one vacant Information Technology Supervisor has been deleted and one Human Services Manager I added to improve day-to-day oversight of the Health Insurance Telecenter (HIT), plus ensure adherence to State-mandated performance standards and deliverable schedules so that potential fiscal penalties are avoided, as recommended in a recent independent consultant review of HIT, with the cost differential fully offset by an adjustment in Medi-Cal Administrative Activities (MAA).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
168,882	195,658	0	0	26,776	2

### 6. Automation Expense

An adjustment has been made for the purchase of two scanners for the Health Insurance TeleCenter (HIT) to accommodate an increased volume of case documents that are scanned and maintained electronically. There is no Net County Cost impact.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(32,000)	0	0	(32,000)	0
0	32,000	0	0	32,000	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,538,630	2,143,658	186,753	0	(208,219)	(7)

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in intergovernmental revenues commensurate with increased labor costs; and elimination of prior year one-time expenses related to business system projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,193,763	1,257,251	0	0	63,488	0

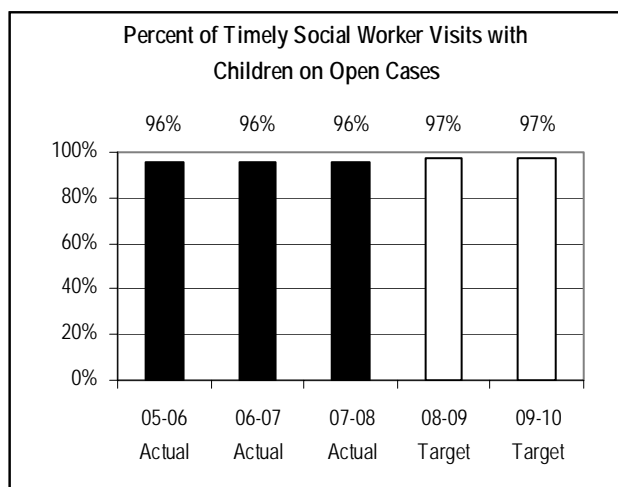
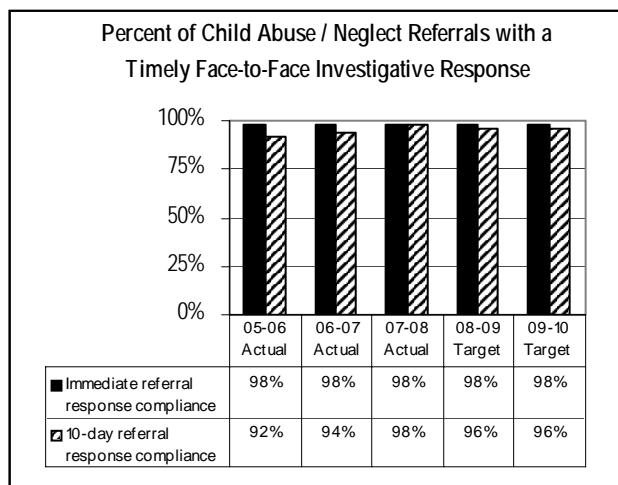
## Child Welfare Services (7400B)

### Program Locator

#### County

Children, Youth and Family Services  
 Human Services Agency  
 Office of the Agency Director  
 Program Support  
 Economic Self-Sufficiency  
 ➤ **Child Welfare Services**  
 Prevention and Early Intervention

### Headline Measures



### Program Outcome Statement

Child Welfare Services (CWS) provides a continuum of early intervention, protection, and permanency services and supports that promote lifelong stability and maximize child and family well-being.

### Services and Accomplishments

CWS primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by offering community-based early intervention, and supportive family-focused services to enhance family strength and child well-being in collaboration with community partners. CWS includes Children and Family Services (CFS), domestic violence services, Family Resource Centers (FRC), and Family Self-Sufficiency Teams (FSST).

The following are major accomplishments in the current year:

- Conducted approximately 400 Team Decision Making (TDM) meetings in order to capitalize on parents' strengths and support systems, increase children's safety net, maintain children in their own communities, and stabilize placements.
- In collaboration with community partners, continued to deliver Differential Response (DR) services countywide, resulting in prevention/early intervention and case management services being offered to over 2,600 families, with a 40% engagement rate (DR services are voluntary).
- Bought and secured a South San Francisco site in September 2007 to be used as a transitional housing facility that houses nine emancipating foster youth at risk of homelessness. The facility opened in June 2008.
- Conducted approximately 120 assessments; placed 48% of children in out-of-home care into kinship placements.
- Broke ground for new Receiving Home project on December 10, 2007.
- Implemented a new program to ensure that children are assessed for mental health/developmental needs within 72 hours of removal (previous time frame was 30 days).
- Provided employment services to 36 youth currently in care and 68 emancipated foster youth. Approximately 15 pre-emancipated youth and 55 emancipated foster youth have obtained employment.
- Recruited multi-lingual counselors and eliminated waiting lists for CWS clients requiring mental health services. Approximately 180 clients were referred and received services from the Partners for Safe and Healthy Children Program (PSHC). Additionally, approximately 200 clients were referred, received mental health assessments, and received mental health services from Edgewood and Youth and Family Enrichment Services (YFES).
- Completed an in-depth analysis of revised and new Federal and State performance measures related to child safety, permanency and well-being. Based on this analysis, the annual Child Welfare System Improvement Plan was updated and submitted to the California Department of Social Services.
- Enhanced practice modalities through implementation of evidence-based practices such as Teaching Pro Social Skills (group intervention for youth) at the 14 FRCs.

## Story Behind Performance

System Improvement Plan efforts in TDM practices and the DR program contributed toward Child Welfare Services realizing consistent progress in meeting standards and outcomes at the federal, State, and County levels. By refining program objectives, the DR program was strengthened to target the most vulnerable populations of at-risk children. By training more facilitators and streamlining the scheduling of meetings through automation, CWS is well positioned to meet its strategic initiative of conducting TDM sessions at multiple phases of care.

TDM is a best practice in achieving placement stability for foster children, and in FY 2007-08 there were approximately 400 TDMs conducted. This led to awareness that TDMs are also critical in addressing other outcome areas such as re-entry following reunification and reducing disproportionality. In order to meet the increased need for TDMs to support these additional outcomes, a Social Work Supervisor position was designated for TDM oversight and coordination. A workgroup was formed to explore best practices in reducing disproportionality, including recommendations to be incorporated into TDM practice.

The opening of a transitional housing facility in South San Francisco has also opened the doorway to procuring additional sites in Redwood City and East Palo Alto. This will help to address the issue of homelessness for emancipated foster youth Countywide and enable emancipated youth to maintain ties within their own communities.

CWS has also recognized the need for stronger working relationships with community partners including law enforcement, schools, and the medical community. CWS is working with Behavioral Health and Recovery Services to improve collaborative services, which will include additional CWS youth in Wraparound slots.

At the 14 FRCs, Agency staff and community service providers have continued to work closely together to enhance the well-being of individuals and families in targeted communities. Outreach has been done to ensure that the community is aware of the services at the FRC. During FY 2007-08, 2,302 families were referred for counseling services; next year's goal is to ensure that these families are also referred to the Benefit Analysts for assessment of eligible benefits.

An Agencywide restructuring is now being concluded to properly align programmatic functions in the appropriate budget units, as a final phase in implementing the revised organization structure that was set up in the FY 2008-09 Recommended Budget presented last May. This includes transferring certain functions from Economic Self-Sufficiency and Child Welfare Services to Prevention and Early Intervention. The changes in position allocation and budgetary revenue/appropriations have been included in this Adopted Budget (see the Funding Adjustments sections for each of these programs). The program narratives will be revised in next year's Recommended Budget to reflect the entirety of these organizational changes.

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

- To continue to provide innovative and quality services in light of anticipated State and local budget deficits and reduced funding to child welfare
- To work with contractors to strengthen community capacity to meet the needs of children and families
- To achieve children and family services outcomes and indicators across numerous changing State and federal outcomes, local standards, mandates, and regulations in child welfare
- To address practice improvements resulting from the Council on Accreditation (COA) on-site review in May 2008 that will require additional resources
- To develop language and cultural competencies in CWS staffing, services, and placements to eliminate disparities
- To maintain recruitment of foster home and licensed group home providers given stagnant or reduced monthly payment amounts
- To plan to mitigate results of the Federal Children and Family Service Reviews (CFSRs) that may result in State sanctions passed on to counties
- To use data-driven decision making to positively impact CWS outcomes
- To support HSA staff participation in the FRCs and their collaborations with schools and communities
- To ensure all families being served at FRCs are referred to a Benefit Analyst for assessment of eligible benefits

## Program Objectives

Child Welfare Services will meet performance targets by doing the following:

### Ensure 18% of all Children in Foster Care for 24 Months or Longer are Discharged to a Permanent Home

- Implement a Family Finding pilot for all children with a permanent plan of long term foster care
- Research advanced search technology for use in locating absent parents and family
- Increase housing availability for foster youth
- Target adoptive home recruitment for children of color, sibling groups, and older children

### Ensure that no more than 15% of all Children Discharged from Foster Care to Reunification During the Year Re-enter Foster Care in Less than 12 Months from the Date of Discharge

- Conduct TDM meetings at all case closings to ensure connection to community-based organizations, the faith community, and the Economic Self-Sufficiency and Prevention/Early Intervention programs of HSA
- Utilize wraparound service slots for children with behavior problems to prevent entry or re-entry

### Ensure 39% of all Children in Foster Care for at least 24 months Experience Two or Fewer Placements

- Conduct TDM meetings prior to all changes of placement to ensure appropriate services are in place to stabilize the placement

- Target foster home recruitment for children of color, sibling groups, and older children

Enhance Access to Services that Strengthen Case Plans by Referring Consumers to Family Self-Sufficiency Teams and Benefits Analysts at FRCs

- Improve coordination and tracking of families referred to Family Resource Centers with the onsite Benefits Analyst
- Identify a process to capture outcome information about the Family Resource Centers and Family Self Sufficiency Teams
- Identify and refer targeted populations to Family Self Sufficiency Teams to enhance their access to services and strengthen their case plans



## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of licensed foster homes	73	83	83	83	89
Number of families referred for counseling services at Family Resource Centers	---	---	2,302	1,750	1,750
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of child abuse/neglect referrals with a timely face-to-face investigative response:					
- Immediate referral response compliance	98%	98%	98%	98%	98%
- 10-Day referral response compliance	92%	94%	98%	96%	96%
Percent of timely social worker visits with children on open cases	96%	96%	96%	97%	97%
Percent of families referred to FRCs who received counseling services from HSA (data development)	---	---	---	---	---
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Percent of all children in foster care for 24 months or longer who were discharged to a permanent home <sup>(1)</sup>	14%	19%	---	18%	18%
Percent of children discharged from foster care to reunification who re-entered foster care in less than 12 months from the date of discharge <sup>(2)</sup>	15%	---	---	15%	15%
Percent of all children in foster care for at least 24 months who experienced two or fewer placements <sup>(1)</sup>	41%	36%	---	39%	39%

<sup>(1)</sup> Data for FY 2007-08 will be available in the third quarter 2009 from the AB 636 reporting site.

<sup>(2)</sup> Data for FY 2006-07 will be available in the fourth quarter 2008 from the AB 636 reporting site. Data for FY 2007-08 will be available in the fourth quarter 2009 from the AB 636 reporting site.

## Child Welfare Services (7400B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	252.0	251.0	251.0	225.0	(26.0)	225.0
Funded FTE	249.3	250.0	250.0	224.5	(25.5)	224.5
 Total Requirements	 63,837,093	 65,641,230	 75,310,355	 71,700,326	 (3,610,029)	 70,776,433
Total Sources	53,663,718	54,808,937	61,457,635	60,887,604	(570,031)	59,683,462
Net County Cost	10,173,375	10,832,294	13,852,720	10,812,722	(3,039,998)	11,092,971

### NCC Breakdown

COLAs for Providers			63,971	106,732	42,761	109,935
Mandated Services			4,538,452	4,606,756	68,304	4,204,440
Non-Mandated Services			4,221,835	752,593	(3,469,242)	783,303
Local Overmatch			5,028,462	5,346,641	318,179	5,995,293

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$10,812,722 or 15.2%, of which \$6,205,966 is discretionary. This discretionary amount includes mandated services currently provided with no maintenance-of-effort or local match requirements, and discretionary services that include child protection, enhancement of child welfare services, child abuse prevention and intervention, foster parent support, adoption, recruitment and retention, kinship support, family resource centers, and the children's Receiving Home.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; community-based organization contract adjustments for an approved three percent cost of business increase; Child Welfare Services training costs; County Counsel services; licensing and homefinding activities; expansion of the Transitional Housing Plus program for emancipated foster youth program; funding of Severely Emotionally Disturbed Foster Care Wraparound cases that are offset by decreased AFDC, adoption assistance, and County foster care costs; adjustments to Fund Balance and Reserves based on projected FY 2007-08 year-end balances; and elimination of prior year one-time costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(444,491)	30,383	(82,347)	0	392,527	0

#### 2. Structural Reorganization

An Agency-wide restructuring has been implemented to properly align the major divisional budgets with the current organizational structure. Twenty-seven positions have been transferred to the new Prevention and Early Intervention program that was established in the FY 2008-09 Recommended Budget. There is no change in the Human Services Agency's overall Net County Cost as a result of these adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,052,717)	(5,657,285)	30,000	0	(3,574,568)	(27)

### 3. Staffing Adjustments

Staffing adjustments have been made as follows: (1) one vacant Management Analyst III has been deleted and one Human Services Manager II added to oversee child welfare legislation, administration, and contract management; (2) one Administrative Secretary II has been added to provide administrative support including emergency response, family maintenance, family reunification, court investigations, adoptions, and finding homes for foster children; and (3) One vacant Human Services Analyst II has been deleted and one Management Analyst III added to administer the Children's Fund as the liaison between potential community funders, community-based organizations, the private sector, individuals, and other County departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
35,386	117,953	0	0	82,567	1

### 4. Cost-Applied Charges for Quality Control Support Services

Prorated cost-applied charges of \$130,949 have been included to cover the CWS-related portion of funding adjustments that were made to increase the HSA Quality Control Unit's capacity to provide more effective and accessible program information to clients and the community—including internal fiscal and program audits, case reviews, and training activities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
71,473	130,949	0	0	59,476	0

### 5. Medical Expert Services for Child Abuse

Appropriations have been added to fund a pilot initiative aimed at ensuring a continuum of care for medical assessment and treatment of physical and sexual child maltreatment. In partnership with the San Mateo Medical Center (SMMC) and the Keller Center, contractual services will be utilized to ensure the availability of child abuse medical expertise to child welfare. Services will include clinical assessment related to physical and sexual abuse, assurance of timely nurse practitioner exams, medical documentation review, consultation and training, and provision of expert court testimony. Federal revenue and funding available from prior year-end balances will cover the cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
150,000	150,000	0	0	0	0

### 6. Child Welfare Services Policy Unit

Two vacant positions, a Transportation Officer and a Social Worker III, have been deleted and two Management Analyst III positions added to improve Children and Family Services' capabilities in the areas of grant procurement, MOU administration, legislative review, policy writing, legal interpretation, and identification of child welfare training needs. The increased cost is being absorbed within the existing HSA budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	70,180	0	0	70,180	2
0	(70,180)	0	0	(70,180)	(2)

### 7. Family Finding Pilot

Appropriations have been added to fund a pilot initiative that will implement an evidence-based practice of finding permanent connections for foster youth using computer technology and case mining to locate family members. This practice can lead to adoptions, permanence, and permanent connections for foster children. It is considered a best practice strategy for reducing the overrepresentation of children of color in the San Mateo County foster care system. Federal revenue and funding available from prior year-end balances will cover the cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
175,000	175,000	0	0	0	0

**8. Funding of One-Time Projects**

Prior year-end balances are being reappropriated to implement approximately \$1.5 million in one-time projects: (1) reappropriation of \$500,000 to develop and implement a database to facilitate evaluation of client outcomes for the Family Resource Centers, Family Self-Sufficiency Teams, and Team Decision-Making; (2) \$500,000 to cover the remaining costs for the supportive housing facility for emancipated foster youth in South San Francisco and purchase of a second facility in the southern half of the county; and (3) \$495,318 for one-time costs associated with furnishing the new Children's Shelter, which has been delayed due to site and project sequencing issues related to construction of the newly completed Youth Services Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,495,318	1,495,318	0	0	0	0

**TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS**

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(570,031)	(3,557,682)	(52,347)	0	(3,039,998)	(26)

**FY 2009-10 Program Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in intergovernmental revenues commensurate with increased labor costs; reductions in revenue and Fund Balance used to provide one-year funding for contracted services; and elimination of prior year one-time expenses for the new Children's Shelter and emancipated foster youth housing projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,204,142)	(923,893)	0	0	280,249	0

## Prevention and Early Intervention (7500B)

### Program Locator

#### County

Children, Youth and Family Services

Human Services Agency

Office of the Agency Director

Program Support

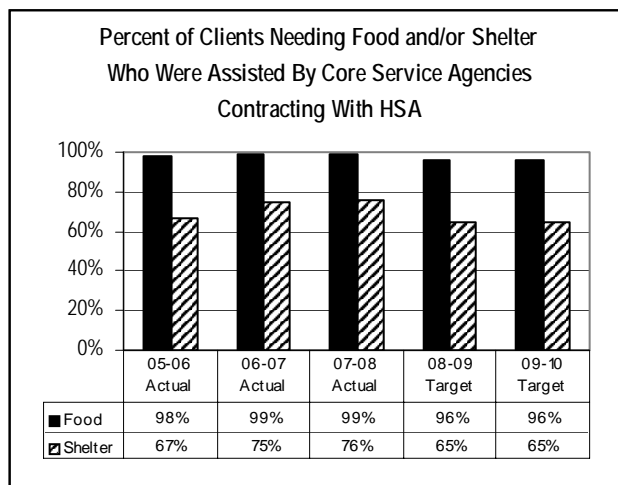
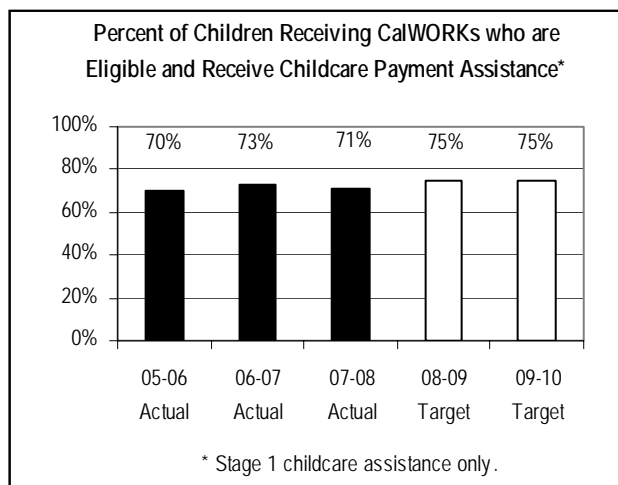
Economic Self-Sufficiency

Child Welfare Services



### Prevention and Early Intervention

### Headline Measures



### Program Outcome Statement

Prevention and Early Intervention (PEI) provides quality and accessible integrated services that promote self-sufficiency and the overall health and well being of youth, individuals, families, and communities.

### Services and Accomplishments

PEI primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing a broad spectrum of services to help prevent major family crisis, including shelter services, safety net services, the Day Worker program, Children's Fund, and Childcare Payment Assistance.

The following are major accomplishments in the current year:

- Continued with coordinating the implementation of Housing Our People Effectively (HOPE), the County's Ten Year Plan to End Homelessness. Convened the first annual HOPE awards breakfast, recognizing agencies who have contributed to HOPE goals and individuals who have overcome homelessness.
- Completed alignment of the HOPE Homeless Management Information System (HMIS) to formats that enable generation of annual progress reports meeting HUD requirements.
- Convened two Homeless Connect events: (1) one co-hosted for veterans, with 61 San Mateo County veterans served; and (2) a Coastside event with 99 adults and children served.
- Opened the Vendome Hotel utilizing \$204,000 in Continuum of Care funding from HUD.
- Provided support to the Core Service Agencies in meeting the demand from 26,600 clients for emergency services.
- Assisted 2,765 children with child care payments in collaboration with Childcare Coordinating Council and Professional Association for Childhood Education.
- Continued to operate the North Fair Oaks Day Worker Program through the Multicultural Institute. Between July 1, 2006 and December 31, 2007 the following outcomes were achieved: 429 workers registered, 178 obtained jobs, and 107 employers registered.
- Continued to partner with the East Palo Alto Crime Prevention Task Force. Supported the Summer Youth Employment Program with a \$25,000 grant to provide summer jobs for youth in East Palo Alto. The 2008 summer grant was awarded for \$30,000.
- Continued to support implementation of the Children's Fund countywide to provide goods and services to needy youth and families in the county. Through the Children's Holiday Fund program, 3,400 children received 7,000 gifts.

### Story Behind Performance

PEI has continued to meet the safety net needs of individuals and families through its ongoing contracts with the Core Service Agencies. The Core Service Agencies provide the entry point for many of San Mateo County's most needy residents to begin the referral process to HSA for assessment of eligible benefits. The focus for PEI in the coming budget year will be to create and sustain a seamless, prevention-oriented continuum of care that is responsive to targeted communities in addressing these safety net needs.

Outreach efforts to address the safety net needs of the homeless population in two communities were provided through Project Homeless Connect events. These one-day events provide an array of services, including medical and behavioral health screenings, assessment for financial benefits, clothing vouchers, and assistance with resume writing and job referrals. One of the events targeted homeless veterans. The second event targeting homeless and at-risk of homeless individuals and families was held in Half Moon Bay to address needs of the Coastsides that were identified in last year's homeless survey as having a significant homeless population. The One Day Homeless Count will be conducted again in January 2009 and will assist with identification of any changes to the homeless concentration and needs.

The HOPE ten-year implementation plan entered its second year in July 2007. With a combination of grants, plus County and community support, an additional 63 units of permanent supportive housing were created. Some of these additional units were as a result of the Vendome Hotel project in the city of San Mateo, which provides permanent and supportive housing to chronically homeless individual adults. The supportive housing approach at the Vendome Hotel included the development of a multi-disciplinary Homeless Outreach Team (HOT), which is planned for replication in FY 2008-09 in a city in the Southern area of the County.

Youth in the community continued to be a focus, and 2,765 children received childcare payment assistance. Efforts to maintain access to child care services for needy families in San Mateo County—a high cost of living county—will continue through ongoing efforts to extend the Child Care Subsidy Pilot for an additional five years following sunset of the pilot in October 2009. One of next year's goals will be to ensure that more eligible families are aware of their childcare assistance benefits and will be encouraged to seek qualified childcare services.

An Agencywide restructuring is now being concluded to properly align programmatic functions in the appropriate budget units, as a final phase in implementing the revised organization structure that was set up in the FY 2008-09 Recommended Budget presented last May. This includes transferring certain functions from Economic Self-Sufficiency and Child Welfare Services to Prevention and Early Intervention. The changes in position allocation and budgetary revenue/appropriations have been included in this Adopted Budget (see the Funding Adjustments sections for each of these programs). The program narratives will be revised in next year's Recommended Budget to reflect the entirety of these organizational changes.

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

- To continue the momentum, funding, and coordination of HOPE
- To utilize a strategic approach in providing safety net services through the Core Service Agencies that will meet increasing demand and complexity of client need
- To be visible and accessible in targeted communities
- To identify and work with key community partners in order to more effectively disseminate and share information about HSA resources
- To use data and client information effectively (tracking services received and outcomes achieved; improving data integrity)
- To advocate for SB 1304 to extend the individualized county Child Care Subsidy, which sunsets in October 2009
- To sustain funding of prevention and early intervention services
- To influence public policy related to community capacity building and prevention/early intervention
- To increase awareness of childcare payment assistance for eligible clients

## Program Objectives

Prevention and Early Intervention will meet performance targets by doing the following:

### Continue Progress Toward Ending Homelessness through HOPE by Increasing Housing Opportunities and Supportive Services

- Create additional housing units for emancipated foster youth, and homeless individuals and families
- Provide assistance to more households to secure housing or to maintain a stable housing situation
- Improve access to services for the chronically homeless by holding two to three Homeless Connect events
- Implement the next phase of HMIS (Homeless Management Information System) to track clients receiving supportive services and their outcomes

### Support Core Service Agencies in Meeting the Safety Net Needs of 25,000 Individuals/9,000 Families

- Design and implement a process to improve Core Service Agency capacity to report on client outcomes
- Assess the unique needs of the communities the Core Service Agencies serve and update the FY 2005-06 Safety Net Needs Assessment
- Improve utilization of Core Service Agency services and coordination with other local services to tap more effectively into existing local capacity to meet safety net needs
- Implement a process to yield reliable and valid customer satisfaction information regarding services provided by Core Service Agencies
- Provide childcare payment assistance to 2,635 Children
- Maximize the awareness, access, and use of childcare assistance by families who are eligible
- Implement the new California Department of Social Services guidelines regarding payment for trustline childcare providers

### Develop Job Skills and Job Placement for Workers Obtaining Jobs through the Day Worker Program

- Continue to partner in the North Fair Oaks area to support the community and businesses in a successful Day Worker Program
- Support the East Palo Alto Crime Prevention Task Force

## Performance Measures Summary Table

Performance Measures	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Target	FY 2009-10 Target
<b>What/How Much We Do (Effort)</b>					
Number of clients served by Core Service Agencies contracting with HSA:					
- Individuals	29,313	23,413	26,600	25,000	25,000
- Families	10,558	8,480	9,664	9,000	9,000
Number of permanent supportive housing units created (HOPE goal)	---	106	63	80	100
Number of children who received childcare assistance through the HSA, Child Care Coordinating Council (4Cs), and Professional Association for Childhood Education (PACE)	2,800	2,859	2,765	2,635	2,635
<b>How Well We Do It (Quality / Efficiency)</b>					
Percent of children receiving CalWORKs who are eligible and receive childcare payment assistance <sup>(1)</sup>	70%	73%	71%	75%	75%
<b>Is Anyone Better Off? (Outcome / Effect)</b>					
Number of households receiving assistance to secure or maintain housing (HOPE goal) <sup>(2)</sup>	---	373	761	350	400
Percent of children receiving childcare payment assistance who are cared for by licensed providers or providers who passed a background screening:					
- Human Services Agency	79%	73%	72%	75%	75%
- 4Cs and PACE	85%	79%	78%	80%	80%
Percent of clients needing food and/or shelter who were assisted by Core Services Agencies contracting with HSA:					
- Food	98%	99%	99%	96%	96%
- Shelter <sup>(3)</sup>	67%	75%	76%	65%	65%

<sup>(1)</sup> Stage 1 childcare assistance only.

<sup>(2)</sup> FY 2007-08 increase due to launch of Housing First programs.

<sup>(3)</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.

## Prevention and Early Intervention (7500B) Resource Allocation Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
Salary Resolution	13.0	14.0	14.0	49.0	35.0	49.0
Funded FTE	12.2	14.0	14.0	48.0	34.0	48.0
 Total Requirements	11,819,849	11,462,604	13,825,659	20,477,223	6,651,564	20,455,128
Total Sources	8,961,447	8,561,618	10,755,522	13,115,816	2,360,294	13,044,932
Net County Cost	2,858,402	2,900,986	3,070,137	7,361,407	4,291,270	7,410,196
 NCC Breakdown						
Child Care Services MOE			(72,709)	(13,363)	59,346	(11,815)
COLAs for Providers			37,544	55,440	17,896	
Non-Mandated Services			3,105,302	7,319,330	4,214,028	7,422,011

### Discretionary Net County Cost

The portion of this program's FY 2008-09 Adopted Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,361,407 or 36.5%, of which 100% is discretionary. This discretionary amount includes the Motel Voucher program, homeless shelters, Core Service Agencies, the Day Worker program, and Extraordinary Circumstance funds.

### FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; community-based organization contract adjustments for an approved three percent cost of business increase; increased Child Care California Alternative Payment Program (CAPP) costs; a one-time decrease in First Five contract services; increased automation charges to support Homelessness and Safety Net data requirements; adjustments to Fund Balance and Reserves based on projected FY 2007-08 year-end balances; and the transfer of positions and funding between several programs reflecting the HSA reorganization, which is budget-neutral at the Agency level.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(28,512)	253,238	(3,815)	0	277,935	0

#### 2. Structural Reorganization

An Agencywide restructuring has been implemented to properly align the major divisional budgets with the current organizational structure. A total of 34 positions have been transferred from Economic Self-Sufficiency and Child Welfare Services to the new Prevention and Early Intervention program that was established in the FY 2008-09 Recommended Budget. There is no change in the Human Services Agency's overall Net County Cost as a result of these adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,204,667	6,325,817	(182,429)	0	3,938,721	34



### 3. Staffing Adjustments

One Human Services Manager II has been added to provide oversight and leadership to Shelter and Safety Net Services including the Maple Street Shelter relocation project; work on Strategic Plan Initiatives; and coordination of Agency efforts with the Core Service Agencies, community-based organizations, and other County departments. This position backfills behind the deletion of an HSM II that was included as part of the transfer of Alcohol and Drug Services to the Health Department in FY 2007-08.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
84,139	158,753	0	0	74,614	1

### 4. Enhancements to Homeless Management Information System (HMIS)

Adjustments have been made to cover HMIS upgrading that will enable improved information collection capability on the County's homeless population, and also align the system with the latest U.S. Department of Housing and Urban Development requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	50,000	0	0	0	0

### 5. Systems Analysis of Databases for Core Services Agencies

Adjustments have been made for conducting an analysis of the various database systems used by the Core Services Agencies, with the objective of developing an integrated system for tracking clients and services. These agencies currently use separate systems that do not permit integration of data and reporting capabilities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	50,000	0	0	0	0

### TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,360,294	6,837,808	(186,244)	0	4,291,270	35

### FY 2009-10 Program Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

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

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in intergovernmental revenues commensurate with increased labor costs; and reductions in Fund Balance used for one-time expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(70,884)	(22,095)	0	0	48,789	0

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# *Non-Departmental Services*



*Adopted Budget  
FY 2008-09  
FY 2009-10*



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 2008-09 and 2009-10 All Funds Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>General Fund Budgets</b>						
Non-Departmental Services	209,852,947	184,041,853	211,794,693	223,779,482	11,984,789	200,853,811
Contingencies	28,243,170	29,527,837	29,524,837	30,415,719	890,882	30,048,116
<b>Total General Fund</b>	<b>238,096,117</b>	<b>213,569,690</b>	<b>241,319,530</b>	<b>254,195,201</b>	<b>12,875,671</b>	<b>230,901,927</b>
<b>Non-General Fund Budgets</b>						
Accumulated Capital Outlay Fund	5,643	5,883	5,843	6,083	240	6,283
Courthouse Construction Fund	4,520,897	4,947,782	4,998,836	5,319,590	320,754	5,178,742
Criminal Justice Construction Fund	2,768,303	2,909,924	2,913,303	2,143,422	(769,881)	2,216,729
Capital Projects	12,074,538	10,896,857	32,418,107	24,888,090	(7,530,017)	12,444,542
Debt Service Fund	43,452,120	51,827,728	49,738,960	54,195,925	4,456,965	46,022,450
<b>Total Non-General Fund</b>	<b>62,834,759</b>	<b>70,588,174</b>	<b>90,075,049</b>	<b>86,553,110</b>	<b>(3,521,939)</b>	<b>65,868,746</b>
<b>Total Requirements</b>	<b>300,930,876</b>	<b>284,157,864</b>	<b>331,394,579</b>	<b>340,748,311</b>	<b>9,353,732</b>	<b>296,770,673</b>
<b>Total Sources</b>	<b>658,516,376</b>	<b>679,860,062</b>	<b>647,160,964</b>	<b>676,359,850</b>	<b>29,198,886</b>	<b>636,724,266</b>
<b>Net County Cost</b>	<b>(357,585,500)</b>	<b>(395,702,198)</b>	<b>(315,766,385)</b>	<b>(335,611,539)</b>	<b>(19,845,154)</b>	<b>(339,953,593)</b>

## Non-Departmental Services (8000B)

### Budget Unit Locator

County

Non-Departmental Services

#### ▷ Non-Departmental Services

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

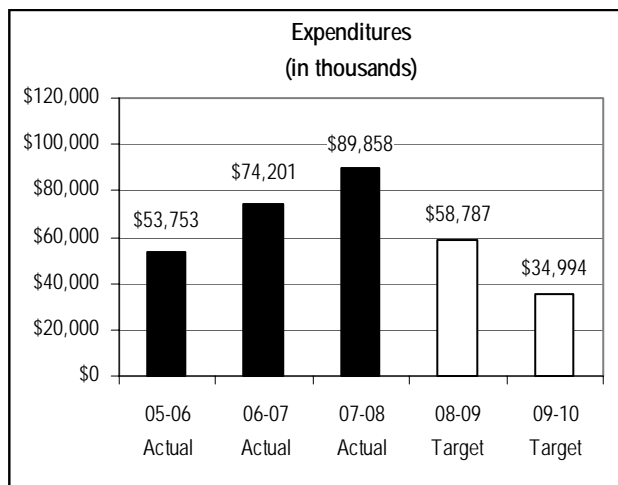
Criminal Justice Construction Fund

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 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.



### Discretionary 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 2008-09, this budget includes \$5,042,822 for debt service, \$5,250,000 for the County's Annual Required Contribution (ARC) for retiree health benefits, and \$2 million in reserves for technology and capital improvement projects as required by the County Reserves Policy. The discretionary portion of this budget includes \$48.5 million

in appropriations for Countywide technology and capital improvement projects; the County's annual contribution to the Children's Health Initiative; a one-time contribution to the La Honda Landslide Assessment District; reappropriation of a one-time loan to the Town of Portola Valley; funding for other mandated services with no maintenance-of-effort requirements; and \$162,992,401 in Reserves in excess of minimum County Reserves Policy requirements.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

#### 1. Current Level Budget Adjustments

Budget adjustments have been made to meet performance targets: Fund Balance carryover and Reserves have been decreased to reflect year-end actuals. This decrease is primarily due to the recent transfer of \$145.4 million in Excess ERAF proceeds (property tax contributions in excess of mandated school funding levels) to CalPERS to pre-fund the County's retiree health unfunded liability at the 90% level. Of this amount, \$61.1 million represents Excess ERAF apportioned to the County during FY 2007-08. Other current level budget adjustments include the reversal of one-time revenues and appropriations, including Excess ERAF; the cost of two countywide elections; implementation of the Housing Management Review; and technology and capital improvement projects, including the purchase of the First American Title building. Capital and technology projects in progress have been reappropriated. The General Fund subsidy to the Structural Fire Fund and a loan to the Town of Portola Valley for the completion of their new Town Hall/Library facility have also been reappropriated.

Revenue/Sources	(43,146,175)
Appropriations	(16,407,364)
Intrafund Transfers	(141,001)
Reserves	(14,151,984)
Net County Cost	12,445,826
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 increases in ongoing General Fund expenditures. Despite the slowdown in the housing market, secured property taxes remain strong due to the underlying equity in real estate values within the County. In consultation with the Assessor's Office, growth in secured property tax revenue has been budgeted at seven percent over current year projections. Property

tax in-lieu of vehicle license fees, which tracks with the secured roll, has also been increased seven percent. Unsecured property tax revenue, primarily from airlines and businesses at San Francisco Airport, has been kept flat. Unlike secured taxes, revenues derived from housing transactions have been impacted by the slowdown, and as a result, supplemental and property transfer tax revenues have been reduced to current year projections. Sales tax has been increased 16.8% to capture the fully annualized receipt of jet fuel proceeds, which started accruing to the County on January 1, 2008. Interest earnings have been reduced 18.1% due to Federal Reserve interest rate cuts and the instability of the stock markets, and are in-line with the Treasurer/Tax Collector's interest earnings projections for FY 2008-09.

Revenue/Sources	28,789,489
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(28,789,489)
Positions	0

### 3. Teeter Plan Proceeds

Enacted in 1949 under California law, the Teeter Plan allows counties to apportion taxes based on amounts levied, not collected. This guarantees taxing agencies the full amount of taxes levied and gives counties the right to collect delinquent taxes and associated penalties and interest, which over time should exceed the amounts advanced to taxing agencies. The County is required to maintain a reserve of one percent of the total of all taxes and assessments levied on the secured roll. Amounts in excess of the one percent requirement may be transferred to the General Fund. Currently the County has available balances in excess of \$30 million, with annual proceeds ranging from a low of \$4.5 million in FY 1998-99 to a high of \$8.6 million in FY 2006-07. The short-term use of these funds, which are reviewed on an annual basis by the Controller's Office, will reduce the impact on General Fund departments as the County moves forward with the five-year plan to eliminate the structural deficit.

Revenue/Sources	6,000,000
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(6,000,000)
Positions	0

### 4. Children's Health Initiative Funding

Contributions from the Solid Waste Fund to support the Children's Health Initiative (CHI) have been eliminated to help alleviate the structural deficit in the Fund. Beginning in FY 2008-09, the County's contribution to CHI will be assumed entirely by the General Fund. This will result in a Net County Cost increase of \$1.5 million.

Revenue/Sources	(1,500,000)
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	1,500,000
Positions	0

### 5. 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 2008-09. These funds will be set-aside in Reserves for future one-time purposes, such as paying down unfunded liabilities for Retirement and Retiree Health, capital improvement projects and debt service.

Revenue/Sources	28,817,475
Appropriations	0
Intrafund Transfers	0
Reserves	28,817,475
Net County Cost	0
Positions	0

## 6. La Honda Landslide Assessment District

This represents the County's one-time contribution to the La Honda Landslide Assessment District for slope stabilization improvements and road repair on Scenic Drive in response to the La Honda landslide. The total cost of the improvements are estimated at \$6,122,500, with the balance funded through assessments on the property owners within the District. Funds will be transferred to the Road Fund as work is completed. Should the cost of the mitigation work be less than anticipated, the remaining funds will be returned to the County and the property owners on a proportional basis.

Revenue/Sources	0
Appropriations	4,012,060
Intrafund Transfers	0
Reserves	(4,012,060)
Net County Cost	0
Positions	0

## 7. Technology and Capital Improvement Projects

Funding has been included for ongoing maintenance of Countywide technology and implementation of new technology initiatives, including an upgrade of the County's payroll system (PIPS); developing a disaster recovery strategy; expanding the County's internet and intranet capabilities; resizing the County's network infrastructure; and implementing infrastructure improvements to allow for data systems in Health, Human Services and Criminal Justice departments to communicate with one another. 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	11,265,361
Intrafund Transfers	0
Reserves	(11,265,361)
Net County Cost	0
Positions	0

## 8. Transfer of Trust Fund Balances

During Phase I of the Controller's review of County trust funds, two that contain Federal Emergency Management Act (FEMA) project reimbursements totaling \$1,960,036 were determined to be inactive—the National Disaster Assistance Fund containing reimbursements for the Hall of Justice Seismic Retrofit Project following the 1989 Loma Prieta earthquake and the Hazard Mitigation Grant Fund containing reimbursements for homeowner

mitigation costs related to the La Honda slides following the 1998 El Niño storms. The County Manager's Office received confirmation from FEMA that these programs have been closed out and that the fund balances could be transferred to the County's General Fund. These funds will be used to partially offset the County's contribution to the La Honda Landslide Assessment District.

During the review it was also determined that two trust funds belonging to the Medical Center are inactive—the SB 855 Trust Fund containing SB 1732 funds and the LTC Settlement Fund containing a modest fund balance will be closed and the proceeds transferred to the Medical Center. A corresponding one-time reduction is made to the General Fund contribution to the Medical Center, resulting in an increase in Non-Departmental Reserves of \$107,627.

Revenue/Sources	1,960,036
Appropriations	0
Intrafund Transfers	0
Reserves	2,067,663
Net County Cost	107,627
Positions	0

## 9. Contract Security for Medium Security Facility

The Department of Public Works has rehabilitated the Medium Security Facility (MSF) to relieve overcrowding at the Maguire Correctional Facility and to house male inmates displaced during the construction of the new correctional facility. The MSF has been closed since December 1999. During its closure, the facility was vandalized and burglarized. In order to prevent future theft and vandalism, contract security services are being utilized for the first six months of FY 2008-09. Non-Departmental Services will reimburse the Sheriff's Office for these costs.

Revenue/Sources	0
Appropriations	145,160
Intrafund Transfers	0
Reserves	(145,160)
Net County Cost	0
Positions	0



**10. Solar Panel Installations**

The County is examining the possibility of placing solar panels on County facilities in strategic locations to help generate renewable energy and decrease the County's carbon footprint. Preliminary cost estimates are in the \$1.9 to \$5.2 million range. This adjustment provides a mid-range appropriation that should be sufficient to fund any projects that begin this fiscal year.

Revenue/Sources	0
Appropriations	3,000,000
Intrafund Transfers	0
Reserves	(3,000,000)
Net County Cost	0
Positions	0

**11. Jail Management System Replacement**

The General Fund will contribute \$495,000 in each of the next two years to the Sheriff's Office for implementation of the new Jail Management System. Funding will also be provided by congressional appropriation of \$911,918 received by the Sheriff's Office for this project.

Revenue/Sources	0
Appropriations	495,000
Intrafund Transfers	0
Reserves	(495,000)
Net County Cost	0
Positions	0

**12. Records Center Contract**

The County's Record Center was previously managed and operated by the Assessor-County Clerk-Recorder's Office, with storage at the Election's facility on Tower Road. In order to provide additional space for Election's equipment, the County has contracted the records retention function to an outside vendor. The contract, which is \$125,000 per year, will be managed by ISD. This adjustment includes the anticipated contract costs for the remainder of FY 2008-

09. Beginning in FY 2009-10, these costs will be borne by County departments as part of their operating budgets.

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

**13. Health System Redesign Initiatives**

This represents a one-time transfer to the Health Department to cover costs associated with the recruitment of the Chief of the Health System, temporary assignment of Children's Health Initiative staff to achieve improved enrollment in Medi-Cal in different settings, and funding to the Health Plan of San Mateo (HPSM) to support implementation of the Community Health Network for the underserved.

Revenue/Sources	0
Appropriations	183,015
Intrafund Transfers	0
Reserves	(183,015)
Net County Cost	0
Positions	0

**14. Replenishment of Litigation Contingency Appropriation**

This adjustment replenishes the County's contingency appropriation for litigation costs, including awarded damages and judgements, that may arise during FY 2008-09.

Revenue/Sources	0
Appropriations	360,000
Intrafund Transfers	0
Reserves	(360,000)
Net County Cost	0
Positions	0

**15. Youth Services Center Security Upgrades**

This adjustment provides additional funding to the Probation Department to cover the cost of additional staff training at the Youth Services Center (\$199,000) and one-time facility improvements (\$75,000). The ongoing cost of training will be \$60,000 per year.

Revenue/Sources	0
Appropriations	274,000
Intrafund Transfers	0
Reserves	(274,000)
Net County Cost	0
Positions	0

**16. Repayment of General Fund Reserves for YSC Debt Refunding**

On August 12, 2008 the Board of Supervisors authorized the County Manager to transfer \$11.8 million to U.S. Bank (Trustee) to terminate the interest rate swaps entered into between the County, Citigroup and Lehman/AIG as part of the 2003 Youth Service Center bond financing arrangements and to provide additional funds that could be used to reduce the principal on the 2008 refinancing to keep annual ongoing debt service at or below \$9 million. Reimbursement will be provided by reserves in the County's Debt Service Fund (\$4.9 million) and the Youth Services Center Construction Fund (\$6.9 million).

Revenue/Sources	11,800,000
Appropriations	0
Intrafund Transfers	0
Reserves	11,800,000
Net County Cost	0
Positions	0

**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	32,720,825
Appropriations	3,377,232
Intrafund Transfers	(141,001)
Reserves	8,748,558
Net County Cost	(20,736,036)
Positions	0

**FY 2009-10 Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

**17. Current Level Budget Adjustments**

Budget adjustments have been made to meet performance targets: assumptions for general revenue include a six percent increase in secured property tax and property tax in-lieu of vehicle license fees; and two percent growth in sales tax. Continuation of the subsidy to the Structural Fire Fund at the current level is included. Other adjustments have been made as follows: Fund Balance has been reduced to reflect anticipated reserves from the prior year; one-time appropriations have been removed, including the contribution to the La Honda Landslide Assessment District; the loan to the Town of Portola Valley; solar panel installations; capital project and IT reappropriations; the Records Center contract; Health System Redesign initiatives; Sheriff's security at the Medium Security Facility; and the Youth Services Center security upgrades.

Revenue/Sources	(18,951,220)
Appropriations	(23,793,396)
Intrafund Transfers	0
Reserves	867,725
Net County Cost	(3,974,451)
Positions	0

Non-Departmental Services (8000B)  
General Funds

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	315,056,259	340,475,498	288,021,972	332,141,487	44,119,515	347,779,529
Licenses, Permits and Franchises	432,160	419,229	432,160	419,229	(12,931)	419,229
Use of Money and Property	21,403,811	18,035,168	16,464,043	14,099,145	(2,364,898)	14,479,395
Intergovernmental Revenues	3,110,964	1,614,162	2,287,335	2,241,761	(45,574)	2,241,761
Charges for Services	23,759	62,725		205	205	205
Interfund Revenue	10,830,596	8,771,323	9,964,946	9,336,155	(628,791)	9,336,155
Miscellaneous Revenue	493,374	278,325	300,000	12,100,000	11,800,000	300,000
Other Financing Sources				1,960,036	1,960,036	
<b>Total Revenue</b>	<b>351,350,923</b>	<b>369,656,430</b>	<b>317,470,456</b>	<b>372,298,018</b>	<b>54,827,562</b>	<b>374,556,274</b>
Fund Balance	244,330,694	239,615,459	239,615,459	217,508,722	(22,106,737)	196,299,246
<b>TOTAL SOURCES</b>	<b>595,681,617</b>	<b>609,271,889</b>	<b>557,085,915</b>	<b>589,806,740</b>	<b>32,720,825</b>	<b>570,855,520</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	264,167		5,250,000	5,270,000	20,000	5,270,000
Services and Supplies	8,049,738	12,715,270	20,359,198	17,698,847	(2,660,351)	12,190,436
Other Charges	6,923,568	2,785,702	12,603,260	16,525,060	3,921,800	8,153,000
Fixed Assets				3,000,000	3,000,000	
Other Financing Uses	59,366,520	74,886,732	17,747,825	16,843,608	(904,217)	9,930,683
<b>Gross Appropriations</b>	<b>74,603,993</b>	<b>90,387,704</b>	<b>55,960,283</b>	<b>59,337,515</b>	<b>3,377,232</b>	<b>35,544,119</b>
Intrafund Transfers	(402,924)	(530,016)	(409,433)	(550,434)	(141,001)	(550,434)
<b>Net Appropriations</b>	<b>74,201,069</b>	<b>89,857,688</b>	<b>55,550,850</b>	<b>58,787,081</b>	<b>3,236,231</b>	<b>34,993,685</b>
Contingencies/Dept Reserves	135,651,878	94,184,165	156,243,843	164,992,401	8,748,558	165,860,126
<b>TOTAL REQUIREMENTS</b>	<b>209,852,947</b>	<b>184,041,853</b>	<b>211,794,693</b>	<b>223,779,482</b>	<b>11,984,789</b>	<b>200,853,811</b>
<b>NET COUNTY COST</b>	<b>(385,828,670)</b>	<b>(425,230,036)</b>	<b>(345,291,222)</b>	<b>(366,027,258)</b>	<b>(20,736,036)</b>	<b>(370,001,709)</b>

## Contingencies (8100B)

### Budget Unit Locator

#### County

Non-Departmental Services

Non-Departmental Services

#### ► Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

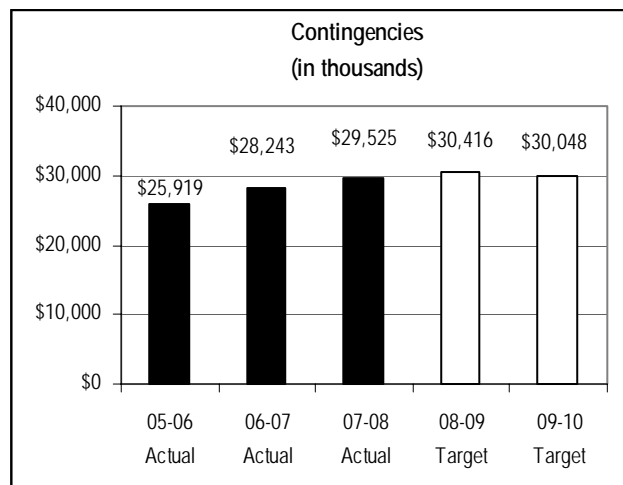
Criminal Justice Construction Fund

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.



### Discretionary Net County Cost

The portion of this budget unit's FY 2008-09 Adopted Budget, which is funded by the General Fund or Net County Cost (NCC), is \$30,415,719 or 100%. This amount represents three percent of General Fund net appropriations, and is required under the County Reserves Policy.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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	890,882
Net County Cost	890,882
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 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	(367,603)
Net County Cost	(367,603)
Positions	0

Contingencies (8100B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>REQUIREMENTS</b>						
Contingencies/Dept Reserves	28,243,170	29,527,837	29,524,837	30,415,719	890,882	30,048,116
<b>TOTAL REQUIREMENTS</b>	28,243,170	29,527,837	29,524,837	30,415,719	890,882	30,048,116
<b>NET COUNTY COST</b>	28,243,170	29,527,837	29,524,837	30,415,719	890,882	30,048,116

## Accumulated Capital Outlay Fund (8200B)

### Budget Unit Locator

#### County

Non-Departmental Services

Non-Departmental Services

Contingencies

#### ► Accumulated Capital Outlay

Courthouse Construction Fund

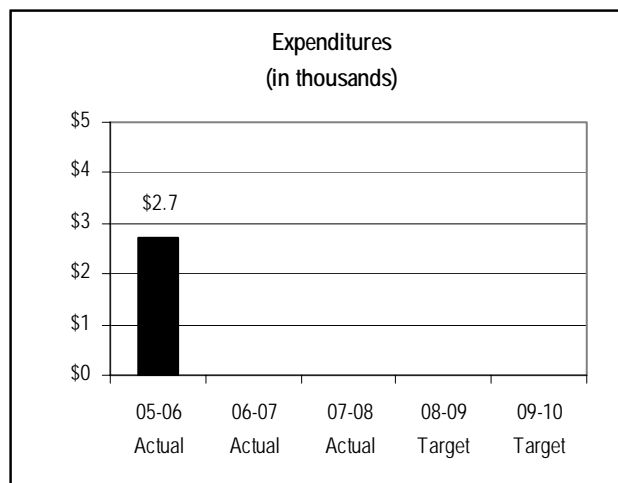
Criminal Justice Construction Fund

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 an ongoing funding source.



### Discretionary 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

#### 1. Adjustments to Fund Balance

Adjustments have been made to reflect interest income received in FY 2007-08.

Revenue/Sources	240
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	240
Net County Cost	0
Positions	0

### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

#### 2. Adjustments to Fund Balance

Increased Fund Balance from the prior year has been set-aside in Reserves.

Revenue/Sources	200
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	200
Net County Cost	0
Positions	0

Accumulated Capital Outlay Fund (8200B)  
Accumulated Capital Outlay Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	237	240	200	200		200
<b>Total Revenue</b>	237	240	200	200		200
Fund Balance	5,406	5,643	5,643	5,883	240	6,083
<b>TOTAL SOURCES</b>	5,643	5,883	5,843	6,083	240	6,283
<b>REQUIREMENTS</b>						
Contingencies/Dept Reserves	5,643	5,883	5,843	6,083	240	6,283
<b>TOTAL REQUIREMENTS</b>	5,643	5,883	5,843	6,083	240	6,283

## Courthouse Construction Fund (8300B)

### Budget Unit Locator

#### County

Non-Departmental Services

Non-Departmental Services

Contingencies

Accumulated Capital Outlay

#### ► Courthouse Construction Fund

Criminal Justice Construction Fund

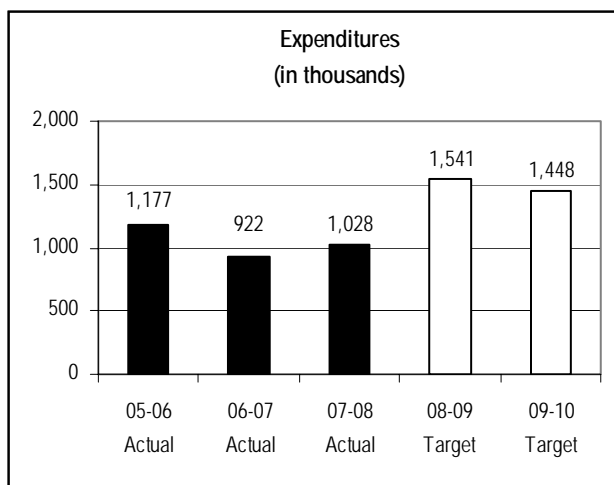
Capital Projects

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 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. In addition to capital improvement projects, this fund is also used to provide debt service for the Court's relocation project and the Court's prorated share of debt service for the Youth Services Center.



### Discretionary 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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. Excess Fund Balance has been set-aside in Reserves. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	286,765
Appropriations	(221,762)
Re-Appropriations	187,700
Intrafund Transfers	0
Reserves	320,827
Net County Cost	0
Positions	0

#### 2. Debt Service Payment - Youth Service Center

Debt Service is increased to cover the Court's pro-rated share of debt for the new Youth Services Center. The prior year debt service payment has been eliminated and the current debt service payment has been added.

Revenue/Sources	0
Appropriations	(483,520)
Re-Appropriations	822,466
Intrafund Transfers	0
Reserves	(338,946)
Net County Cost	0
Positions	0

#### 3. Debt Service Payment - Other Projects

Appropriation for the Hall of Justice and Courts Annex projects prior year debt service payment has been eliminated and the current debt



services payment has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

Revenue/Sources	0
Appropriations	(530,466)
Re-Appropriations	530,737
Intrafund Transfers	0
Reserves	(271)
Net County Cost	0
Positions	0

#### 4. Final Fund Balance Adjustment

Increased Fund Balance as a result of projects not completed in the prior year has been set aside in Reserves.

Revenue/Sources	33,989
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	33,989
Net County Cost	0
Positions	0

#### TOTAL FY 2008-09 FUNDING ADJUSTMENTS

Revenue/Sources	320,754
Appropriations	(1,235,748)
Re-Appropriations	1,540,903
Intrafund Transfers	0
Reserves	15,599
Net County Cost	0
Positions	0

#### FY 2009-10 Funding Adjustments

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

#### 5. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in the prior

year. Project reserves have been increased due to an increase in interest earnings. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	(140,848)
Appropriations	(187,700)
Re-Appropriations	93,850
Intrafund Transfers	0
Reserves	(46,998)
Net County Cost	0
Positions	0

#### 6. Debt Service Payment - Youth Service Center

Appropriation for the Court's prior year pro-rated share of debt service payment for the new Youth Services Center has been eliminated and the current debt service payment has been added.

Revenue/Sources	0
Appropriations	(822,466)
Re-Appropriations	822,466
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

#### 7. Debt Service Payment - Other Projects

Appropriation for the Muni Courts and Courts Annex projects prior year debt service payment has been eliminated and the current debt services payment has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

Revenue/Sources	0
Appropriations	(530,737)
Re-Appropriations	531,712
Intrafund Transfers	0
Reserves	(975)
Net County Cost	0
Positions	0

**TOTAL FY 2009-10 FUNDING ADJUSTMENTS**

Revenue/Sources	(140,848)
Appropriations	(1,540,903)
Re-Appropriations	1,448,028
Intrafund Transfers	0
Reserves	(47,973)
Net County Cost	0
Positions	0

Courthouse Construction Fund (8300B)  
 Courthouse Temporary Construction Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties		2,670				
Use of Money and Property	132,449	153,891	100,055	100,055		100,055
Charges for Services	1,263,486	1,192,440	1,300,000	1,300,000		1,300,000
<b>Total Revenue</b>	<b>1,395,935</b>	<b>1,349,001</b>	<b>1,400,055</b>	<b>1,400,055</b>		<b>1,400,055</b>
Fund Balance	3,124,962	3,598,781	3,598,781	3,919,535	320,754	3,778,687
<b>TOTAL SOURCES</b>	<b>4,520,897</b>	<b>4,947,782</b>	<b>4,998,836</b>	<b>5,319,590</b>	<b>320,754</b>	<b>5,178,742</b>
<b>REQUIREMENTS</b>						
Other Financing Uses	922,115	1,028,248	1,235,748	1,540,903	305,155	1,448,028
<b>Net Appropriations</b>	<b>922,115</b>	<b>1,028,248</b>	<b>1,235,748</b>	<b>1,540,903</b>	<b>305,155</b>	<b>1,448,028</b>
Non-General Fund Reserves	3,598,782	3,919,535	3,763,088	3,778,687	15,599	3,730,714
<b>TOTAL REQUIREMENTS</b>	<b>4,520,897</b>	<b>4,947,782</b>	<b>4,998,836</b>	<b>5,319,590</b>	<b>320,754</b>	<b>5,178,742</b>

## Criminal Justice Construction Fund (8400B)

### Budget Unit Locator

#### County

Non-Departmental Services

Non-Departmental Services

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

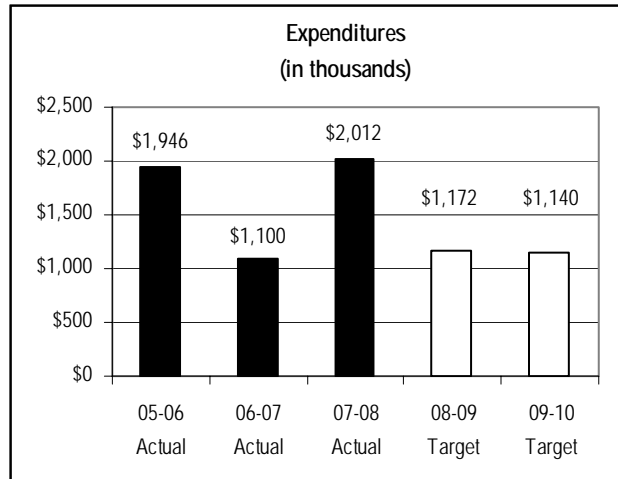
#### ► Criminal Justice Construction Fund

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).



### Discretionary 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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. Excess Fund Balance has been set-aside in Reserves. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	185,636
Appropriations	(912,251)
Re-Appropriations	71,693
Intrafund Transfers	0
Reserves	1,026,194
Net County Cost	0
Positions	0

#### 2. Adjustments to Fund Re-appropriated Debt Services

Appropriation for the Maguire Correctional Facility prior year debt service payment has been eliminated and the current debt service payment has been added. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

Revenue/Sources	0
Appropriations	(1,100,000)
Re-Appropriations	1,100,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

**3. Final Fund Balance Adjustment**

Fund Balance and Reserves have been reduced due to capital projects completed in FY 2007-08.

Revenue/Sources	(955,517)
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	(955,517)
Net County Cost	0
Positions	0

**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	(769,881)
Appropriations	(2,012,251)
Re-Appropriations	1,171,693
Intrafund Transfers	0
Reserves	70,677
Net County Cost	0
Positions	0

**FY 2009-10 Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 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 2008-09. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	73,307
Appropriations	(71,693)
Re-Appropriations	39,732
Intrafund Transfers	0
Reserves	105,268
Net County Cost	0
Positions	0

**5. Adjustments to Fund Re-appropriated Debt Services**

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

**TOTAL FY 2009-10 FUNDING ADJUSTMENTS**

Revenue/Sources	73,307
Appropriations	(1,171,693)
Re-Appropriations	1,139,732
Intrafund Transfers	0
Reserves	105,268
Net County Cost	0
Positions	0

Criminal Justice Construction Fund (8400B)  
Criminal Justice Temporary Construction Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	7,449	1,953				
Use of Money and Property	88,198	44,309	45,000	45,000		45,000
Charges for Services	1,257,293	1,195,359	1,200,000	1,200,000		1,200,000
<b>Total Revenue</b>	<b>1,352,940</b>	<b>1,241,621</b>	<b>1,245,000</b>	<b>1,245,000</b>		<b>1,245,000</b>
Fund Balance	1,415,363	1,668,303	1,668,303	898,422	(769,881)	971,729
<b>TOTAL SOURCES</b>	<b>2,768,303</b>	<b>2,909,924</b>	<b>2,913,303</b>	<b>2,143,422</b>	<b>(769,881)</b>	<b>2,216,729</b>
<b>REQUIREMENTS</b>						
Other Charges		900,934	900,934		(900,934)	
Other Financing Uses	1,100,000	1,110,567	1,111,317	1,171,693	60,376	1,139,732
<b>Net Appropriations</b>	<b>1,100,000</b>	<b>2,011,501</b>	<b>2,012,251</b>	<b>1,171,693</b>	<b>(840,558)</b>	<b>1,139,732</b>
Non-General Fund Reserves	1,668,303	898,422	901,052	971,729	70,677	1,076,997
<b>TOTAL REQUIREMENTS</b>	<b>2,768,303</b>	<b>2,909,924</b>	<b>2,913,303</b>	<b>2,143,422</b>	<b>(769,881)</b>	<b>2,216,729</b>

## Capital Projects (8500D)

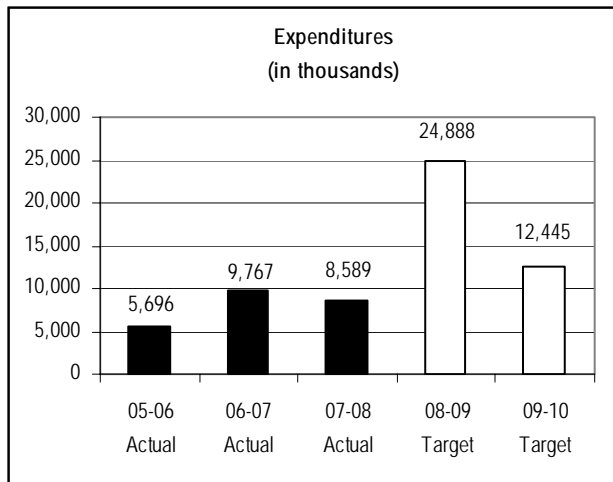
### Budget Unit Locator

#### County

- Non-Departmental Services
  - Non-Departmental Services
  - 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.



### Discretionary 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.

### Five Year Capital Improvement Program

The County is putting the finishing touches on a five-year Capital Improvement Program (CIP), which will serve as a planning tool to track all capital projects and their estimated costs, giving policy makers an instrument to schedule future projects and anticipate potential financial challenges. Central to the development of the CIP is the Facility Condition Information System (FCIS). This system is used to catalog and track facility maintenance and forecast future maintenance needs and estimated costs. A five-year CIP can be found on pages 6-30 to 6-37.

### FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Adopted Budget:

#### 1. Adjustments to Fund Re-appropriated Capital Projects

Fund Balance and one-time projects have been eliminated including the purchase of the First American Title building. 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	(19,772,833)
Appropriations	(30,689,129)
Re-Appropriations	13,223,938
Intrafund Transfers	0
Reserves	(2,307,642)
Net County Cost	0
Positions	0

#### 2. Adjustments to Fund New Capital Projects

Funds have been added for new projects. The County has made a concerted effort to fund capital improvements at an appropriate level consistent with a new five-year Capital Improvement Plan. As a result, General Fund contributions towards capital maintenance projects have been maintained at the FY 2007-08 level. A list of new projects can be viewed in the following pages.

Revenue/Sources	12,242,816
Appropriations	12,242,816
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

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**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	(7,530,017)
Appropriations	(18,446,313)
Re-Appropriations	13,223,938
Intrafund Transfers	0
Reserves	(2,307,642)
Net County Cost	0
Positions	0

**FY 2009-10 Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

**3. Adjustments to Fund Re-appropriated Capital Projects**

One-time projects have been eliminated. Funds have been re-appropriated for estimated projects not to be completed in FY 2008-09.

Revenue/Sources	(12,443,548)
Appropriations	(24,888,090)
Re-Appropriations	12,444,542
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0



## Capital Projects Summary FY 2008-09

Project Description	Reapprop	New Approp	Total Approp
<b>CRIMINAL JUSTICE PROJECTS</b>			
Hall of Justice-Kitchen Hood Fire Suppression Upgrade		6,000	6,000
Law Library-Room 201 Dom Water Heater Replacement	3,620		3,620
Maguire Correctional Facility-Additional Cameras and Equipment Upgrades	65,000		65,000
Maguire Correctional Facility-Expand 3W Control Workstation	70,000		70,000
Maguire Correctional Facility-Generator Add Circuits to E-Power	40,000		40,000
Maguire Correctional Facility-Life Safety Air Tanks Replacement	0	128,000	128,000
Maguire Correctional Facility-Sewage Separation and Toilet Pin Project	720,000		720,000
Sheriff Honor Camp-Kitchen Hood Fire Suppression Upgrade		6,000	6,000
Women's Correctional Facility-Kitchen Hood Fire Suppression Upgrade		6,000	6,000
Youth Service Center-Building 5 Kitchen Hood Fire Suppression Upgrade		6,000	6,000
<b>Subtotal Criminal Justice - Facility Surcharge</b>	<b>898,620</b>	<b>152,000</b>	<b>1,050,620</b>
Communications Dispatch Center-HVAC Replacement	54,429	50,000	104,429
Countywide-Radio Upgrade	85,588		85,588
Crime Lab-Air Compressor Replacement	10,000		10,000
Crime Lab-Retro Comm Building Energy Efficiency	25,000		25,000
Day Top Drug Center-D-Pane Windows Replacement	40,000		40,000
Day Top Drug Center-Kitchen Hood Fire Suppression Upgrade		6,000	6,000
Day Top Drug Center-Relocate Walk-in Fridge	25,000		25,000
Firing Range-Needs Assessment	71,494	128,506	200,000
Glenwood Camp-Kitchen Hood Fire Suppression Upgrade		6,000	6,000
Glenwood Camp-Water Heater Replacement	12,500		12,500
Half Moon Bay Airport-Fenced Secured Staging Area	85,000		85,000
Hall of Justice-Fire Alarm Panel/GF	82,170		85,482
Maguire Correctional Facility-COB HVAC Consultant	47,874		47,874
Maguire Correctional Facility-Cogeneration Project		100,000	100,000
Maguire Correctional Facility-Evaluate Building-wide Power Surge	15,000		50,000
Maguire Correctional Facility-Investigate Deposit Buildup in Pipes	13,000		13,000
Maguire Correctional Facility-Jail Security Doors	38,795		38,795

Project Description	Reapprop	New Approp	Total Approp
Maguire Correctional Facility-JMS Needs Assessment New Info System		25,000	25,000
Maguire Correctional Facility-Kitchen Hood Fire Suppression Upgrade		16,000	16,000
Maguire Correctional Facility-Replace Air Cooled Compressor	32,000		32,000
Maguire Correctional Facility-Replace Fire Alarm Panel	300,000		300,000
Maguire Correctional Facility-Replace Roof Elevator, 4th FI Mechanic Room	100,000		100,000
Maguire Correctional Facility-Replace Water Boiler and Storage Tanks	195,000		195,000
Maguire Correctional Facility-Upgrade/Replace Worn Floor Covering	45,100		45,100
Medium Security Facility-Admin/Planning/Administration	4,468		4,468
Medium Security Facility-Electrical Work	1,334		1,334
Medium Security Facility-General Construction	14,587		14,587
Medium Security Facility-Generator Work	16,511		16,511
Medium Security Facility-Life Safety System	12,709		12,709
Medium Security Facility-Plumbing/HVAC	2,427		2,427
Medium Security Facility-Rehabilitation Project	90,283	143,000	233,283
Medium Security Facility-Treatment Plants	3,231		3,231
New Women's Jail-RFP for Master Architect	200,000	50,000	250,000
North Coast Substation-Generator Install		63,310	63,310
Women's Correctional Center-Generator	36,000		36,000
Women's Correctional Facility-Various System Emergent Repairs		50,000	50,000
Work Furlough-Building Replace Roof Top HVAC	25,000		25,000
Youth Services Center-Building 16 Central Plant Sewer System Study		40,000	40,000
Youth Services Center-Security Control System		75,000	75,000
<b>Subtotal Criminal Justice - General Fund</b>	<b>1,684,500</b>	<b>752,816</b>	<b>2,437,316</b>
Northern/Central Courts-Seismic	187,700		187,700
<b>Subtotal Criminal Justice - Courthouse Construction Funds</b>	<b>187,700</b>	<b>0</b>	<b>187,700</b>
Youth Services Center-ADA Accessibility Corrections for Various Doorways and Drinking Fountains		21,340	21,340
Youth Services Center-ADA Accessibility for Toilet Paper Dispensers		3,500	3,500
Youth Services Center-ADA Compliance Project	10,410		10,410
Youth Services Center-Berm Modifications		200,000	200,000

Project Description	Reapprop	New Approp	Total Approp
Youth Services Center-Group Home		465,000	465,000
Youth Services Center-Hillcrest Deconstruction		350,000	350,000
Youth Services Center-Receiving Home	135,273	16,704	151,977
Youth Services Center-Turner Construction Punch List Close-out Items		197,000	197,000
<b>Subtotal Criminal Justice - Bonds</b>	<b>145,683</b>	<b>1,253,544</b>	<b>1,399,227</b>
Maguire Correctional Facility-Upgrade/Replace Worn Floor Covering	25,000		25,000
<b>Subtotal Criminal Justice - Department Funded</b>	<b>25,000</b>	<b>0</b>	<b>25,000</b>
Maguire Correctional Facility-Cogeneration Project	28,256		28,256
<b>Subtotal Criminal Justice - Public Utilities Commission</b>	<b>28,256</b>	<b>0</b>	<b>28,256</b>
Maguire Correctional Facility-Roof Repair/Waterproof	71,693		71,693
<b>Subtotal Criminal Justice - Temporary Construction Funds</b>	<b>71,693</b>	<b>0</b>	<b>71,693</b>
<b>TOTAL CRIMINAL JUSTICE PROJECTS</b>	<b>3,041,452</b>	<b>2,158,360</b>	<b>5,199,812</b>
<b>HEALTH/MEDICAL CENTER PROJECTS</b>			
Burlingame Long Term Care Center-Elevator Modernization	32,019		32,019
Burlingame Long Term Care Center-Evaluate Installed HVAC System	12,586		12,586
Burlingame Long Term Care Center-Window Repairs		50,000	50,000
Cordilleras-Fire Alarm Upgrade	254,512		254,512
Cordilleras-Replace Two 50-year Old Compressors	29,767		29,767
Health Department-Building Steam/Heating Hot Water	45,115		45,115
Health Services-Replace HVAC Controls/Reheat Coils	49,817		49,817
San Mateo Medical Center-39th Ave Bldg Repair 50,000 sq. ft. Parking Lot	324,228		324,228
San Mateo Medical Center-54 Bldg Upgrade Sprinkler System	95,978		95,978
San Mateo Medical Center-Access Card Reader Engineering Office		5,000	5,000
San Mateo Medical Center-Clinic Building Window Resealing		10,000	10,000
San Mateo Medical Center-Cogeneration Project	118,744		118,744
San Mateo Medical Center-Infection Control HEPA Isolation Cart		10,000	10,000

Project Description	Reapprop	New Approp	Total Approp
San Mateo Medical Center-Medical Air System Air Dryer Upgrade	24,817		24,817
San Mateo Medical Center-Medical Gas System Alarm Panel	48,094		48,094
San Mateo Medical Center-Morgue Renovation		100,000	100,000
San Mateo Medical Center-Natural Gas Seismic Valve	3,650		3,650
San Mateo Medical Center-Nursing Wing Patient Bathroom	100,000		100,000
San Mateo Medical Center-Portable Radios		5,000	5,000
San Mateo Medical Center-Reroofing Administration		100,000	100,000
San Mateo Medical Center-Sealing Fire Penetrations	8,856		8,856
San Mateo Medical Center-Sheet Metal Sheer and Brake		5,000	5,000
<b>Subtotal Health/Medical Center - General Fund</b>	<b>1,148,183</b>	<b>285,000</b>	<b>1,433,183</b>
Health Services-Emergency Generator	43,089		43,089
San Mateo Medical Center-54 Bldg Fire Separation	31,363		31,363
San Mateo Medical Center-Cook Chill System at BLTC and Medical Center		150,000	150,000
San Mateo Medical Center-CT Scanner Replacement	40,859	400,000	440,859
San Mateo Medical Center-Daly City Mike Nevin Center Space Value Max		281,000	281,000
San Mateo Medical Center-Emergency Room Triage Remodel	663		663
San Mateo Medical Center-Fair Oaks Clinic Remodel		400,000	400,000
San Mateo Medical Center-Infusion Center Cosmetic Upgrade		10,000	10,000
San Mateo Medical Center-Primary Care Clinic Remodel		25,000	25,000
San Mateo Medical Center-Psychiatric Ward Safety Windows		40,791	40,791
San Mateo Medical Center-Ron Robinson Senior Care Center Expansion	1,487,307		1,487,307
<b>Subtotal Health/Medical Center - Department Funded</b>	<b>1,603,281</b>	<b>1,306,791</b>	<b>2,910,072</b>
Cordilleras-Auditorium Steam Traps Replacement	64,867		64,867
Cordilleras-Dry Type Transformer Replacement	45,000		45,000
San Mateo Medical Center-CAD Schematics Drawings	37,172		37,172
San Mateo Medical Center-Cart Washer Exhaust Fan Noise Attenuation		20,000	20,000
San Mateo Medical Center-Chiller #1 Failure	35,000		35,000
San Mateo Medical Center-Fire Alarm Panel Upgrade	12,965		12,965
San Mateo Medical Center-Heating Hot Water Extension	88,414		88,414

Project Description	Reapprop	New Approp	Total Approp
San Mateo Medical Center-High Pressure Steam Boiler Replacement	101,524		101,524
San Mateo Medical Center-Lobby Linoleum Flooring Replacement	115,000		115,000
San Mateo Medical Center-Yamas/Johnson Controls Integration	27,660		27,660
<b>Subtotal Health/Medical Center - Facility Surcharges</b>	<b>527,602</b>	<b>20,000</b>	<b>547,602</b>
<b>TOTAL HEALTH/MEDICAL CENTER PROJECTS</b>	<b>3,279,066</b>	<b>1,611,791</b>	<b>4,890,857</b>
<b>PARKS AND MARINA PROJECTS</b>			
Barrier Removal-Sequoia Flat Stream		204,017	204,017
Coyote Point-Bay Trail Construction	1,829,442		1,829,442
Crystal Springs Trail-South of Dam to 35 Construction	434,970	135,000	569,970
Fitzgerald Marine Reserve-Parking Lot		250,000	250,000
Meadowview Playground-Replacement	285,080	310,000	595,080
Mirada Surf-Coastal Trail Work		600,000	600,000
San Bruno Mountain-Sewer Line Installation		182,971	182,971
San Vicente Bridge and Coastal Trail Work		112,500	112,500
Wash Down Racks	104,053	57,614	161,667
Wunderlich Park-Folger Stable Parking Lot		320,000	320,000
<b>Subtotal Parks and Marina - Parks Acquisition Fund</b>	<b>2,653,545</b>	<b>2,172,102</b>	<b>4,825,647</b>
ADA Compliance-Marina Restroom	70,000		70,000
Coyote Point-Harbor Master's Office Demolition	80,000		80,000
Dock 29-Plans and Specs		214,000	214,000
<b>Subtotal Parks and Marina Projects - State</b>	<b>150,000</b>	<b>214,000</b>	<b>364,000</b>
<b>TOTAL PARKS AND MARINA PROJECTS</b>	<b>2,803,545</b>	<b>2,386,102</b>	<b>5,189,647</b>
<b>FIRE PROTECTION PROJECTS</b>			
CDF Stations-Miscellaneous Projects	9,751		9,751
Skylonda CDF-Temporary Barracks	35,000		35,000
<b>Subtotal Fire Protection Projects - General Fund</b>	<b>44,751</b>	<b>0</b>	<b>44,751</b>

Project Description	Reapprop	New Approp	Total Approp
<b>TOTAL FIRE PROTECTION PROJECTS</b>	<b>44,751</b>	<b>0</b>	<b>44,751</b>
<b>OTHER COUNTY PROJECTS</b>			
ADA Compliance-County Office Building 555 County Center Redwood City	6,871		6,871
ADA Compliance-County Office Building One-2nd/5th Floors Restrooms	219,215	50,000	269,215
ADA Compliance-Daly City Youth Center	17,302		17,302
ADA Compliance-Northern Courts	13,181		13,181
ADA Compliance-Planning/Other Projects	31,529	15,538	47,067
ADA Compliance-Sheriff's Substation Moss Beach	24,971		24,971
Belmont Paint Shop-Insulate Ceiling	3,406		3,406
Central Library-Sewer Line Replacement	75,969		75,969
Child Care Center-Fire Alarm Panel	7,000		7,000
Child Care Center-Paint Perimeter Fencing	13,236		13,236
Cordilleras Center-Painting and Repairs	2,553		2,553
County Office Building One-Lighting Retrofit	6,097		6,097
Countywide Facilities Master Planning		460,000	460,000
East Palo Alto-Lighting Retrofit	19,281		19,281
East Palo Alto-Window Security Film	1,238		1,238
Maple Street Shelter-Windows Replacement	1,104	12,000	13,104
New Women's Jail	48,119		48,119
Old Courthouse-Replacement/Repair Windows	25,000		25,000
San Mateo Medical Center-54 Bldg FAP Upgrade	285		285
San Mateo Medical Center-Lighting Retrofit Project	330,846	16,746	347,592
Youth Services Center-Dispenser for Diesel Fuel	26,000		26,000
<b>Subtotal Other County Projects - Facility Surcharge</b>	<b>873,203</b>	<b>554,284</b>	<b>1,427,487</b>
ADA Compliance-Consultant Contract		4,000	4,000
ADA Compliance-Countywide		250,000	250,000
ADA Compliance-Human Services Agency Bldg A. Belmont	31,867		31,867
ADA Compliance-Sheriff's Office Fair Oaks	12,795		12,795

Project Description	Reapprop	New Approp	Total Approp
ADA Compliance-Update Transition Plan (Parks)	24,970		24,970
Agriculture Building-Lighting	6,969		6,969
Agriculture Building-Treat for Termites		6,697	6,697
Belmont Crafts Shop-Replace 5,000 sq. ft. Roof	30,000		30,000
Capital Project Development-Staff Time	6,715	50,000	56,715
Central Library-Gas Fired Furnace Replacement	9,500		9,500
Central Library-Sewer Line Replacement	9,723		9,723
Child Care Center-Lighting	8,969		8,969
Children's Home-Exterior/Interior Painting	15,000		15,000
County Government Center Courtyard-Renovation (Concrete, Planters)	264,408		264,408
County Government Center Parking Structure-Seal Roadway	50,000		50,000
County Government Center-No Smoking Signs	1,983	2,000	3,983
County Government Center-Parking Structure Fire Pump/Generator	37,178		37,178
County Office Building One-4th Floor Moves and Renovation		646,993	646,993
County Office Building One-Elevator Machine Room Upgrades	15,835	127,000	142,835
County Office Building One-Elevator One and Two	357,956		357,956
County Office Building One-Replace Axial Fan in Room B28	7,500		7,500
County Office Building One-Replace Multi Zone AHU's	412,458		412,458
County Office Building One-Replace Penthouse Re-Circulation Pump	8,000		8,000
County Office Building One-Revenue Services HVAC	153,036		153,036
County Office Building Two-Change Service Elevator for Deliveries	7,500		7,500
County Office Building Two-Provide 200amp Breaker in Quad	15,000		15,000
County Office Building Two-Replace Tower Controls on Roof	9,500		9,500
County Office Building Two-Re-seal Windows and Wall Panels	49,817		49,817
County Office Building-Partial Roof Replacement	11,817		11,817
Countywide Emergent Special Jobs		250,000	250,000
Countywide Energy Projects	134,345	103,160	237,505
Countywide Facility Assessment Phase 1 and 2		5,000	5,000
East Palo Alto Building-Clean and Balance HVAC	100,000		100,000
East Palo Alto Building-Elevator Repairs		23,008	23,008
East Palo Alto Building-Replace Window Gaskets	10,607		10,607

Project Description	Reapprop	New Approp	Total Approp
Election Registration Building-Lighting	39,969		39,969
Elections Registration Building-Roof Repair	21,471	66,029	87,500
Facility Condition Information System Deferred Maintenance		3,634,431	3,634,431
Fair Oaks Library-Lighting	4,969		4,969
Glenwood Boys Ranch-Lighting	22,969		22,969
Grant Yard and Headquarter Building-Lighting	26,969		26,969
Grant Yard-Treat for Termites	6,772		6,772
Hall of Justice-Insulate Rear of Boilers in Penthouse	8,000		8,000
Health Services-Emergency Generator	3,999		3,999
Health Services-Lighting Retrofit	9,935		9,935
Human Services Agency-2500 Middlefield Lighting	19,969		19,969
Human Services Agency-264 Harbor Blvd. Lighting	22,969		22,969
Human Services Agency-310 Harbor Blvd. Lighting	19,969		19,969
Human Services Agency-400 Harbor Blvd. Lighting	29,969		29,969
Maguire Correctional Facility-Lighting Retrofit	257,748		257,748
Maintenance Services Facility-Lighting	11,969		11,969
Maple Street Shelter-Shower Floors/Walls Repair	2,952		2,952
Motor Pool-Renovate Restrooms	15,760		15,760
North County Probation-Lighting	11,969		11,969
Old Courthouse-Repair Roof of Main Building	56,739	80,461	137,200
Pal Care-Front Play Area Deck Repair/Replacement	34,217		34,217
Pescadero Creek Park-Trestle Bridge Repair		12,500	12,500
San Mateo Medical Center-Chiller Repairs	25,000		25,000
San Mateo Medical Center-Clean/Repair Radiators	12,500		12,500
Tower Road Complex-Sewer Assessment	93,088		93,088
Veteran's Affairs-Men's Toilet Renovation		21,000	21,000
Vocational Rehab Services-Lighting	34,969		34,969
Weights and Measures Building-Lighting	4,969		4,969
<b>Subtotal Other County Projects - General Fund</b>	<b>2,603,257</b>	<b>5,282,279</b>	<b>7,885,536</b>
ISD-Data Center Upgrade		250,000	250,000



Project Description	Reapprop	New Approp	Total Approp
Subtotal Other County Projects - Department Funded		250,000	250,000
TOTAL OTHER COUNTY PROJECTS	3,476,460	6,086,563	9,563,023
TOTAL ALL PROJECTS ALL FUNDS	12,645,274	12,242,816	24,888,090

## Five-Year Capital Improvement Plan - FY 2009-FY 2013

Project Description	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Total
<b>GENERAL FUND / FACILITY SURCHARGE PROJECTS</b>						
<b>CRIMINAL JUSTICE PROJECTS</b>						
Communications Dispatch Center-Replace HVAC	50,000					50,000
Crime Lab-Seal Cracks in Concrete Slab		7,800				7,800
Day Top Drug Center-Kitchen Hood Upgrade	6,000					6,000
Firing Range-Needs Assessment	128,506					128,506
Glenwood Camp-Improvement Project		280,800	908,377	577,672	705,540	2,472,389
Glenwood Camp-Kitchen Hood Upgrade	6,000					6,000
HOJ-Basement Restroom Renovation		78,780				78,780
HOJ-Duct Inspection and Cleaning		21,008				21,008
HOJ-HVAC Upgrade, Radio Shop		16,806	15,756	98,212		130,775
HOJ-Kitchen Hood Upgrade	6,000					6,000
HOJ-Perimeter Heat Valves Replacement		21,008				21,008
HOJ-Restroom-Replace Exhaust Fan Units			21,008			21,008
MCF-Air Intake Extension		255,000				255,000
MCF-Chillers Including Variable Frequency Drives			750,000			750,000
MCF-Cogeneration Project	100,000					100,000
MCF-Control Station Modification 3rd floor				100,000		100,000
MCF-Jail Management System New Info System	25,000					25,000
MCF-Kitchen Hood Fire Suppression Upgrade	16,000					16,000
MCF-Life Safety Air Tanks Replacement	128,000	128,000				256,000
MCF-Meal Delivery System				55,000		55,000
MCF-Paint Interior Walls and Ceilings				68,000		68,000
MCF-Showers Replacement/Repair			77,000			77,000
MCF-Water Faucets and Flush Valves		250,000				250,000
Medium Security Facility-Rehabilitation Project	143,000					143,000
New Women's Jail-RFP for Master Architect	50,000					50,000
North Coast Substation-Generator Install	63,310					63,310
Northern Court-Legends Parking Lot Repaint			6,224			6,224

Project Description	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Total
Sheriff Honor Camp-Kitchen Hood Upgrade	6,000					6,000
WCF-Kitchen Hood Fire Suppression Upgrade	6,000					6,000
WCF-Misc Various System Emergent Repairs	50,000					50,000
WCF-Redundant / Back-up Heating Boiler			50,000			50,000
WCF-Replace Ceiling Tiles				20,000		20,000
Work Furlough-Conduit Replacement				20,000		20,000
Work Furlough-HVAC Roof Top Replacement			125,000			125,000
YSC-Central Plant Fire Sprinkler project				19,000		19,000
YSC-Central Plant Sewer System Study	40,000					40,000
YSC-Cogeneration Load Study		50,000				50,000
YSC-Cogeneration Support		150,000	150,000	150,000	150,000	600,000
YSC-Kitchen Hood Fire Suppression Upgrade	6,000					6,000
YSC-Probation Admin/Courts Lighting Control		38,500				38,500
YSC-Security Control System	75,000					75,000
<b>Subtotal Criminal Justice Projects</b>	<b>904,816</b>	<b>1,297,702</b>	<b>2,103,365</b>	<b>1,107,884</b>	<b>855,540</b>	<b>6,269,308</b>
<b>HEALTH/MEDICAL CENTER PROJECTS</b>						
Burlingame LTC-Closets/Cabinet Replacement				25,000		25,000
Burlingame LTC-Hallway Painting				50,000		50,000
Burlingame LTC-Window Repairs	50,000					50,000
Canyon Oaks-Emergency Generator Installation		150,000				150,000
Cordilleras-Creek Restoration		10,000				10,000
SMMC-Access Card Reader - Engineering Office	5,000					5,000
SMMC-Cart Washer Exhaust Fan Noise	20,000					20,000
SMMC-Clinic Building Window Resealing	10,000					10,000
SMMC-Infection Control HEPA Isolation Cart	10,000					10,000
SMMC-Morgue Renovation	100,000					100,000
SMMC-Nursing Wing Patient Bathroom		200,000				200,000
SMMC-Portable Radios	5,000					5,000
SMMC-Radiology Replace Main Entrance Doors				10,000		10,000
SMMC-Reroofing Administration	100,000					100,000

Project Description	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Total
SMMC-Sheet Metal Sheer and Brake	5,000					5,000
SMMC-Steam Boiler Replacement			150,000			150,000
<b>Subtotal Health/Medical Center Projects</b>	<b>305,000</b>	<b>360,000</b>	<b>150,000</b>	<b>85,000</b>	<b>0</b>	<b>900,000</b>
<b>OTHER COUNTY PROJECTS</b>						
ADA Compliance-COB1 2nd/5th Floor Restrooms	50,000					50,000
ADA Compliance-Consultant Contract	4,000					4,000
ADA Compliance-Planning/Other Projects	15,538					15,538
ADA Requirements-Countywide	250,000	250,000	250,000	250,000	250,000	1,250,000
Agriculture Building-Treat for Termites	6,697					6,697
Capital Project Development-Staff Time	50,000					50,000
COB1-4th Floor Moves and Renovation	646,993					646,993
COB1-Ceiling Tile Replacement				36,000		36,000
COB1-Circulation Pump Replacement			8,000			8,000
COB1-Data Center Control System Upgrade				525,000		525,000
COB1-Data Center Floor Replacement			127,500			127,500
COB1-Data Center Halon System Replacement				170,000		170,000
COB1-Elevator Machine Room Upgrades	127,000					127,000
COB1-Replace Freight Elevator Doors				10,000		10,000
COB2-Concrete Slab Floor Replacement		15,000				15,000
Commercial Garage-Lighting Replacement			32,000			32,000
County Government Center-No Smoking Signs	2,000					2,000
Countywide-Emergent Special Projects	250,000	250,000	250,000	250,000	250,000	1,250,000
Countywide-Energy Projects	103,160					103,160
Countywide-Facilities Assessment Phase 1 and 2	5,000					5,000
Countywide-Facilities Master Planning	460,000					460,000
Craft Shop-Paint Exterior Wood Siding				13,400		13,400
East Palo Alto Building-Elevator Repairs	23,008					23,008
Elections Building-Fluorescent Light Replacement		11,500				11,500
Elections Building-HVAC System Expansion			50,000	192,000		242,000
Elections Building-Re-roof				505,000		505,000

Project Description	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Total
Elections Building-Restroom / Break Room			56,250	130,750		187,000
Elections Registration Building-Roof Repair	66,029					66,029
EPA Government Center-Generator Replacement		220,000				220,000
FCIS-Deferred Maintenance	3,634,431	3,944,697	4,026,660	2,893,539	2,733,819	17,233,146
Human Services-Paint Exterior District Office					36,000	36,000
Lathrop House-Drywall Replacement			30,000			30,000
Maple Street Shelter-Replace Windows	12,000					12,000
Old Courthouse-Main Building Roof Repair	80,461					80,461
Parking Structure-Paint Parking Structure				150,000		150,000
Pescadero Creek-Park Trestle Bridge Repair	12,500					12,500
SMMC-Lighting Retrofit Project	16,746					16,746
Veteran's Affairs-Men's Toilet Renovation	21,000					21,000
<b>Subtotal Other County Projects</b>	<b>5,836,563</b>	<b>4,691,197</b>	<b>4,830,410</b>	<b>5,125,689</b>	<b>3,269,819</b>	<b>23,753,678</b>
<b>TOTAL GENERAL FUND / FACILITY SURCHARGE</b>	<b>7,046,379</b>	<b>6,211,297</b>	<b>7,040,787</b>	<b>6,220,361</b>	<b>4,125,359</b>	<b>30,644,183</b>
<b>CRIMINAL JUSTICE PROJECTS-BONDS</b>						
YSC-ADA Accessibility Doorways/drinking fountains	21,340					21,340
YSC-ADA Accessibility Toilet Paper Dispensers	3,500					3,500
YSC-ADA Compliance Project	10,410					10,410
YSC-Additional Contractual Obligations		256,976	256,976	256,976	256,974	1,027,902
YSC-Berm Modifications	200,000	1,334,750	434,750			1,969,500
YSC-Group Home	465,000	2,040,081	566,058			3,071,139
YSC-Hillcrest Deconstruction	350,000	1,912,000	364,000			2,626,000
YSC-Receiving Home	151,977	1,336,108				1,488,085
YSC-Sewer Line Damage		112,918				112,918
YSC-Turner Constr. Punch List Close-out Items	197,000					197,000
YSC-Turner Construction Settlement Agreement		1,373,969				1,373,969
<b>Subtotal Criminal Justice Projects-Bonds</b>	<b>1,399,227</b>	<b>8,366,802</b>	<b>1,621,784</b>	<b>256,976</b>	<b>256,974</b>	<b>11,901,763</b>

Project Description	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Total
<b>CRIMINAL JUSTICE PROJECTS-STATE COURT</b>						
HOJ-Basement Restroom Renovation		71,220				71,220
HOJ-Duct Inspection and Cleaning		18,992				18,992
HOJ-HVAC Upgrade, Radio Shop		15,194	14,244	88,788		118,255
HOJ-Perimeter Heat Valves Replacement		18,992				18,992
HOJ-Restroom-Replace Exhaust Fan Units			18,992			18,992
Northern Court-Legends Parking Lot Repaint			21,776			21,776
<b>Subtotal Criminal Justice Projects-State Court</b>	<b>0</b>	<b>124,398</b>	<b>55,012</b>	<b>88,788</b>	<b>0</b>	<b>268,197</b>
<b>OTHER DEPARTMENT FUNDED PROJECTS</b>						
ISD-Data Center Upgrade	250,000					250,000
SMMC-Cook Chill System at BLTC/Medical center	150,000					150,000
SMMC-CT Scanner Replacement	400,000					400,000
SMMC-D.C. Mike Nevin Center Space Value Max	281,000					281,000
SMMC-Fair Oaks Clinic Remodel	400,000					400,000
SMMC-Infusion Center Cosmetic Upgrade	10,000					10,000
SMMC-Primary Care Clinic Remodel	25,000					25,000
SMMC-Psychiatric Ward Safety Windows	40,791					40,791
<b>Subtotal Other Department Funded Projects</b>	<b>1,556,791</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,556,791</b>
<b>PARKS PROJECTS-PARK ACQUISITION FUND</b>						
4-H Club-Site Improvements		39,009				39,009
Barrier Removal-Sequoia Flat Stream	204,017					204,017
Crocker-Entrance Development		184,500				184,500
Crystal Springs Trail-South of Dam to 35 Constr	135,000					135,000
Day Camp-Amphitheater Renovation		119,500				119,500
Fitzgerald Educational Center Renovation		250,000		360,000	3,140,000	3,750,000
Fitzgerald Marine Reserve-Parking Lot	250,000					250,000
Franciscan Mobile Park-Drain Structure Repair			124,500			124,500
Meadowview Playground-Replacement	310,000					310,000
Mirada Surf-Coastal Trail Work	600,000					600,000

Project Description	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Total
Pescadero Creek-Dam Removal		525,000				525,000
San Bruno Mountain-Friends Parking Lot		175,000				175,000
San Bruno Mountain-Sewer Line Installation	182,971					182,971
San Bruno Mountain-Trail from Bridge to Bay		64,000	303,029			367,029
San Vicente Bridge and Coastal Trail Work	112,500					112,500
Sanchez Adobe-Historic Site Improvements			300,000	4,400,000		4,700,000
Seal Cove-Stairway Construction		300,000				300,000
Volunteer Program Storage Building		62,000				62,000
Wash Down Racks	57,614					57,614
Wunderlich Park-Folger Stable Parking Lot	320,000					320,000
<b>Subtotal Parks Projects-Park Acquisition Fund</b>	<b>2,172,102</b>	<b>1,719,009</b>	<b>727,529</b>	<b>4,760,000</b>	<b>3,140,000</b>	<b>12,518,640</b>
<b>MARINA PROJECTS-MARINA FUNDS</b>						
Accessibility to Courtesy Dock				60,000		60,000
Anchor Park-Repave Sidewalk around the Park				37,000		37,000
Dock 24 and 25-Flotation Replacement		5,000	32,000			37,000
Dock 29-Plans and Specs	214,000					214,000
Kayak Shell Rowing Dock		50,000				50,000
Repave Roadway to Office and Launch Ramp				5,000	70,000	75,000
Southwest Sidewalk Repair				25,000		25,000
<b>Subtotal Marina Projects-Marina Funds</b>	<b>214,000</b>	<b>55,000</b>	<b>32,000</b>	<b>127,000</b>	<b>70,000</b>	<b>498,000</b>
<b>AIRPORT PROJECTS</b>						
HAF-Safety,Security, Maint. Improvement Design	200,000	20,000				220,000
HAF-Safety,Security,Maint.Improvement Constr		800,000	800,000	50,000		1,650,000
SQL-795 Skyway Road Office Bldg ADA Imprvmt	5,000	75,000	10,000			90,000
SQL-Rehabilitation of the Terminal Bldg. Prkg Lot	10,000	165,000				175,000
SQL-Safety,Security, Maint. Improvement Design	200,000	25,000				225,000
SQL-Safety,Security,Maint.Improvement Constr	150,000	150,000	50,000			350,000
SQL-Taxiway/drainage Improvements Ph II Constr	275,000	35,000				310,000
SQL-Taxiway/drainage Improvements PhIII Constr	450,000	50,000	25,000			525,000

Project Description	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Total
<b>Subtotal Airport Projects-Airport Funds</b>	<b>1,290,000</b>	<b>1,320,000</b>	<b>885,000</b>	<b>50,000</b>	<b>0</b>	<b>3,545,000</b>
<b>UTILITIES/FLOOD CONTROL/WATERSHED PROTECTION PROJECTS</b>						
Colma Creek Flood Control Zone-Channel Wall Repair Upstream of Spruce Ave	2,000,000					2,000,000
Colma Highway Lighting District-Underground Streetlights on El Camino Real in Colma/Daly City	250,000					250,000
Devonshire Sanitation-Sewer Line Replacement	130,000					130,000
Devonshire San-Winding Way Sewer Line				285,000		285,000
Emerald Lake Heights-Sewer Line Replacement (Portions of Edgewood Rd)		86,000				86,000
Emerald Lake Heights-Sewer Repair	379,000					379,000
Fair Oaks Sewer-Rutherford Ave Sewer Line Replacement	310,000					310,000
Fair Oaks Sewer-Sewer Line Replace (Portions of Nimitz, Woodside, Santiago, Milton,Hull)	1,370,000					1,370,000
Fair Oaks Sewer-Sewer Line Replace (Portions of Elenor, Melanie, Middlefield, Polhemus)				1,725,000		1,725,000
San Francisquito Creek Flood Control Zone-Flood Damage and Ecosystem Restoration	1,252,558					1,252,558
<b>Subtotal Utilities/Flood Control/Watershed Protection Projects-Utilities Funds</b>	<b>5,691,558</b>	<b>86,000</b>	<b>0</b>	<b>2,010,000</b>	<b>0</b>	<b>7,787,558</b>
<b>ROAD IMPROVEMENT PROJECTS</b>						
Emerald Lake Area	324,665		357,502	294,616	111,566	1,088,349
Mid- Coast Urban	855,040	447,763	201,158	101,352	512,822	2,118,135
Mid-Peninsula	568,722	843,638		1,064,403	644,403	3,121,166
North County				260,385	432,055	692,440
Rural		699,694	345,899	241,541		1,287,134
South Bayside	1,105,471	408,372	1,074,085	483,439	1,339,763	4,411,130
South County	380,160	660,596	1,075,353	1,052,637	611,449	3,780,195
<b>Subtotal Road Improvement Projects-Road Fund</b>	<b>3,234,058</b>	<b>3,060,063</b>	<b>3,053,997</b>	<b>3,498,373</b>	<b>3,652,058</b>	<b>16,498,549</b>



Project Description	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	Total
<b>TOTALALL COUNTY PROJECTS - ALL FUNDS</b>	<b>22,604,115</b>	<b>21,080,171</b>	<b>13,459,097</b>	<b>17,109,710</b>	<b>11,244,391</b>	<b>85,497,484</b>

**Facility Abbreviations:**

Burlingame LTC - Burlingame Long Term Care

FCIS - Facility Condition Information System

HAF - Half Moon Bay Airport

HOJ - Hall of Justice

MCF - Maguire Correctional Facility

SQL - San Carlos Airport

YSC - Youth Service Center

WCF - Women's Correctional Facility

Capital Projects (8500B)  
Capital Project Funds

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	89,537	83,786				
Intergovernmental Revenues	25,000	44,727	3,344,731		(3,344,731)	
Charges for Services	170	1,040	5,438,051	1,079,029	(4,359,022)	540,014
Interfund Revenue			225,000		(225,000)	
Miscellaneous Revenue	217,433	25,379	3,030,946	28,256	(3,002,690)	14,128
Other Financing Sources	9,630,298	8,434,282	18,071,737	21,834,125	3,762,388	10,917,060
<b>Total Revenue</b>	<b>9,962,437</b>	<b>8,589,214</b>	<b>30,110,465</b>	<b>22,941,410</b>	<b>(7,169,055)</b>	<b>11,471,202</b>
Fund Balance	2,112,101	2,307,642	2,307,642	1,946,680	(360,962)	973,340
<b>TOTAL SOURCES</b>	<b>12,074,538</b>	<b>10,896,856</b>	<b>32,418,107</b>	<b>24,888,090</b>	<b>(7,530,017)</b>	<b>12,444,542</b>
<b>REQUIREMENTS</b>						
Other Charges	2,000,000					
Fixed Assets	7,766,896	8,950,177	30,110,465	24,888,090	(5,222,375)	12,444,542
<b>Gross Appropriations</b>	<b>9,766,896</b>	<b>8,950,177</b>	<b>30,110,465</b>	<b>24,888,090</b>	<b>(5,222,375)</b>	<b>12,444,542</b>
<b>Net Appropriations</b>	<b>9,766,896</b>	<b>8,950,177</b>	<b>30,110,465</b>	<b>24,888,090</b>	<b>(5,222,375)</b>	<b>12,444,542</b>
Contingencies/Dept Reserves	2,307,642	1,946,680	2,307,642		(2,307,642)	
<b>TOTAL REQUIREMENTS</b>	<b>12,074,538</b>	<b>10,896,857</b>	<b>32,418,107</b>	<b>24,888,090</b>	<b>(7,530,017)</b>	<b>12,444,542</b>

## Debt Service Fund (8900B)

### Budget Unit Locator

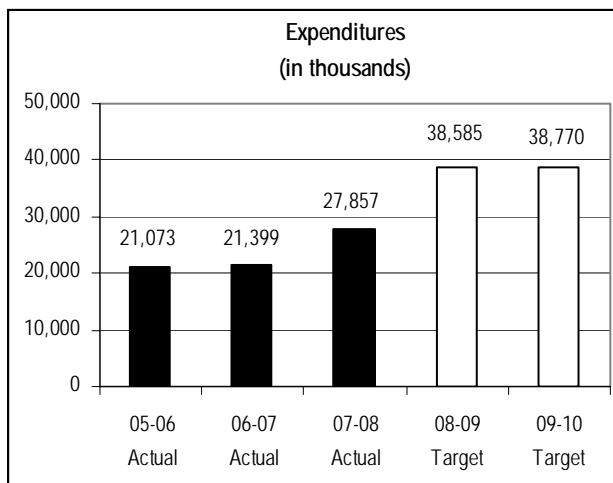
#### County

- Non-Departmental Services
  - Non-Departmental Services
  - 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.



### Discretionary 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 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 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	4,456,965
Appropriations	2,537,399
Intrafund Transfers	0
Reserves	1,919,566
Net County Cost	0
Positions	0

#### 2. Youth Services Center

In May 2008 the County authorized the transfer of \$2,885,146 from the 2001 Capital Projects to the YSC project to cover shortfalls in reserves caused by the collapse of the Auction Rate Securities market and resulting interest rates in excess of 6%. The \$2,955,146 represents unreimbursed project expenditures covered by County funds. In August 2008 the General Fund transferred \$11.8 million to US Bank to terminate the swap with Citigroup and Lehman/AIG and to provide additional funds to maintain debt service in the 2008 refunding at or below \$9 million. This adjustment is necessary to reimburse both the General Fund and the 2001 project. A combination of Debt Service Fund Reserves and grant proceeds for the Youth Services Center project are held in a County Trust Fund.

Revenue/Sources	0
Appropriations	(7,765,142)
Intrafund Transfers	0
Reserves	(7,765,142)
Net County Cost	0
Positions	0

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**TOTAL FY 2008-09 FUNDING ADJUSTMENTS**

Revenue/Sources	4,456,965
Appropriations	10,302,541
Intrafund Transfers	0
Reserves	(5,845,576)
Net County Cost	0
Positions	0

**FY 2009-10 Funding Adjustments**

The following are significant changes from the FY 2008-09 to the FY 2009-10 Adopted Budget:

**3. 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	(8,173,475)
Appropriations	185,848
Intrafund Transfers	0
Reserves	(8,359,323)
Net County Cost	0
Positions	0

## FY 2008-09 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control <sup>(1)</sup>	320,000	1,193,062	1,513,062	Colma Creek Flood Control Special District
Courts Relocation Project	203,988	326,748	530,736	Courthouse Construction Fund
Crime Lab	315,000	590,875	905,875	General Fund/Fees
Equipment Project	17,533	28,085	45,618	General Fund/User Departments
Health Center	3,576,168	5,686,456	9,262,624	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District	142,578	228,381	370,959	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	2,433,885	2,765,360	5,199,245	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin	545,000	334,975	879,975	Reserves/User Departments/Cities
New Office Building	380,000	1,344,100	1,724,100	Facilities Surcharge/Rent from County
North County Clinic	395,000	259,875	654,875	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	695,000	165,863	860,863	General Fund
Youth Services Center	2,825,000	6,046,500	8,871,500	Rent From Departments
<b>TOTAL DEBT SERVICE</b>	<b>11,849,152</b>	<b>18,970,280</b>	<b>30,819,432</b>	

<sup>(1)</sup> Not included in the Debt Service Subject to Debt Limit

## FY 2009-10 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control <sup>(1)</sup>	330,000	1,178,060	1,508,059	Colma Creek Flood Control Special District
Courts Relocation Project	215,449	316,264	531,713	Courthouse Construction Fund
Crime Lab	320,000	579,765	899,765	General Fund/Fees
Equipment Project	18,518	27,183	45,701	General Fund/User Departments
Health Center	3,784,623	5,498,525	9,283,148	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District	150,588	221,052	371,640	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	2,586,004	2,607,157	5,193,161	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin	565,000	315,268	880,268	Reserves/User Departments/Cities
New Office Building	420,000	1,323,675	1,743,675	Facilities Surcharge/Rent from County
North County Clinic	440,000	239,000	679,000	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	725,000	140,650	865,650	General Fund
Youth Services Center	3,075,000	5,928,500	9,003,500	Rent From Departments
<b>TOTAL DEBT SERVICE</b>	<b>12,630,182</b>	<b>18,375,098</b>	<b>31,005,280</b>	

<sup>(1)</sup> Not included in the Debt Service Subject to Debt Limit

Calculation of Annual Debt Service Limit	
Fiscal Year	Adopted Budget
FY 2003-04	1,265,702,073
FY 2004-05	1,339,748,646
FY 2005-06	1,526,954,943
FY 2006-07	1,645,608,036
FY 2007-08	1,727,258,070
Five-Year Average	1,501,054,354
Debt Limit 4.0%	60,042,174
FY 2007-08 Debt Service Limit Subject to the Debt Limit <sup>(1)</sup>	29,306,370
Under Limit by This Amount	30,735,804
% Under Limit	51%

<sup>(1)</sup> Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit

## Debt Service Fund (8900B)

### Debt Service Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	1,021,118	1,016,540				
Other Financing Sources	22,036,612	28,758,242	27,686,013	30,225,449	2,539,436	30,411,099
<b>Total Revenue</b>	<b>23,057,730</b>	<b>29,774,782</b>	<b>27,686,013</b>	<b>30,225,449</b>	<b>2,539,436</b>	<b>30,411,099</b>
Fund Balance	20,394,390	22,052,946	22,052,947	23,970,476	1,917,529	15,611,351
<b>TOTAL SOURCES</b>	<b>43,452,120</b>	<b>51,827,728</b>	<b>49,738,960</b>	<b>54,195,925</b>	<b>4,456,965</b>	<b>46,022,450</b>
<b>REQUIREMENTS</b>						
Other Charges	21,399,173	27,857,252	28,282,033	38,584,574	10,302,541	38,770,422
<b>Net Appropriations</b>	<b>21,399,173</b>	<b>27,857,252</b>	<b>28,282,033</b>	<b>38,584,574</b>	<b>10,302,541</b>	<b>38,770,422</b>
Non-General Fund Reserves	22,052,947	23,970,476	21,456,927	15,611,351	(5,845,576)	7,252,028
<b>TOTAL REQUIREMENTS</b>	<b>43,452,120</b>	<b>51,827,728</b>	<b>49,738,960</b>	<b>54,195,925</b>	<b>4,456,965</b>	<b>46,022,450</b>

*Budget Unit  
and  
Program Summaries*



*Adopted Budget  
FY 2008-09  
FY 2009-10*



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 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes						
Miscellaneous Revenue	88	9,525	9,000	9,000		9,000
<b>Total Revenue</b>	<b>88</b>	<b>9,525</b>	<b>9,000</b>	<b>9,000</b>		<b>9,000</b>
Fund Balance	79,266	363,880	363,880	351,835	(12,045)	366,439
<b>TOTAL SOURCES</b>	<b>79,354</b>	<b>373,405</b>	<b>372,880</b>	<b>360,835</b>	<b>(12,045)</b>	<b>375,439</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,113,603	2,556,203	2,664,252	2,762,144	97,892	2,814,577
Services and Supplies	203,192	210,991	268,904	280,529	11,625	280,529
Other Charges	160,047	177,544	165,399	178,289	12,890	178,289
<b>Net Appropriations</b>	<b>2,476,842</b>	<b>2,944,738</b>	<b>3,098,555</b>	<b>3,220,962</b>	<b>122,407</b>	<b>3,273,395</b>
Contingencies/Dept Reserves	57,107	164,574	164,574	110,834	(53,740)	110,834
<b>TOTAL REQUIREMENTS</b>	<b>2,533,949</b>	<b>3,109,312</b>	<b>3,263,129</b>	<b>3,331,796</b>	<b>68,667</b>	<b>3,384,229</b>
<b>NET COUNTY COST</b>	<b>2,454,595</b>	<b>2,735,907</b>	<b>2,890,249</b>	<b>2,970,961</b>	<b>80,712</b>	<b>3,008,790</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	20.0	20.0	20.0	20.0		20.0
Funded FTE	20.0	20.0	20.0	20.0		20.0

BOS District 1 (1110P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	8					
<b>Total Revenue</b>	<b>8</b>					
Fund Balance	23,552	114,488	114,488	115,315	827	118,361
<b>TOTAL SOURCES</b>	<b>23,560</b>	<b>114,488</b>	<b>114,488</b>	<b>115,315</b>	<b>827</b>	<b>118,361</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	362,696	480,996	520,529	575,885	55,356	583,499
Services and Supplies	40,168	37,321	60,264	65,264	5,000	65,264
Other Charges	32,362	35,719	32,663	36,766	4,103	36,766
<b>Net Appropriations</b>	<b>435,226</b>	<b>554,036</b>	<b>613,456</b>	<b>677,915</b>	<b>64,459</b>	<b>685,529</b>
Contingencies/Dept Reserves	11,044	67,000	67,000	21,626	(45,374)	21,626
<b>TOTAL REQUIREMENTS</b>	<b>446,270</b>	<b>621,036</b>	<b>680,456</b>	<b>699,541</b>	<b>19,085</b>	<b>707,155</b>
<b>NET COUNTY COST</b>	<b>422,710</b>	<b>506,548</b>	<b>565,968</b>	<b>584,226</b>	<b>18,258</b>	<b>588,794</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

BOS District 2 (1120P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	40	9,000	9,000	9,000		9,000
<b>Total Revenue</b>	40	9,000	9,000	9,000		9,000
Fund Balance	621	40,868	40,868	35,388	(5,480)	42,126
<b>TOTAL SOURCES</b>	661	49,868	49,868	44,388	(5,480)	51,126
<b>REQUIREMENTS</b>						
Salaries and Benefits	458,260	586,869	546,481	599,568	53,087	616,412
Services and Supplies	38,995	36,874	32,900	36,900	4,000	36,900
Other Charges	32,422	37,311	33,009	35,842	2,833	35,842
<b>Net Appropriations</b>	529,677	661,054	612,390	672,310	59,920	689,154
Contingencies/Dept Reserves	10,908	29,402	29,402	13,826	(15,576)	13,826
<b>TOTAL REQUIREMENTS</b>	540,585	690,456	641,792	686,136	44,344	702,980
<b>NET COUNTY COST</b>	539,924	640,588	591,924	641,748	49,824	651,854
<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

BOS District 3 (1130P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	40					
<b>Total Revenue</b>	40					
Fund Balance	17,899	41,088	41,088	50,301	9,213	53,948
<b>TOTAL SOURCES</b>	17,939	41,088	41,088	50,301	9,213	53,948
<b>REQUIREMENTS</b>						
Salaries and Benefits	451,135	480,212	517,464	544,530	27,066	553,647
Services and Supplies	45,410	44,658	43,395	49,020	5,625	49,020
Other Charges	30,389	34,040	32,819	35,697	2,878	35,697
<b>Net Appropriations</b>	526,935	558,910	593,678	629,247	35,569	638,364
Contingencies/Dept Reserves	10,875	19,225	19,225	12,615	(6,610)	12,615
<b>TOTAL REQUIREMENTS</b>	537,810	578,135	612,903	641,862	28,959	650,979
<b>NET COUNTY COST</b>	519,871	537,047	571,815	591,561	19,746	597,031
<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

BOS District 4 (1140P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fund Balance	34,901	116,837	116,837	119,651	2,814	123,052
<b>TOTAL SOURCES</b>	34,901	116,837	116,837	119,651	2,814	123,052
<b>REQUIREMENTS</b>						
Salaries and Benefits	371,022	457,807	548,815	504,616	(44,199)	513,118
Services and Supplies	44,750	55,525	76,800	85,800	9,000	85,800
Other Charges	32,084	34,937	33,167	35,243	2,076	35,243
<b>Net Appropriations</b>	447,856	548,268	658,782	625,659	(33,123)	634,161
Contingencies/Dept Reserves	12,458	33,016	33,016	49,836	16,820	49,836
<b>TOTAL REQUIREMENTS</b>	460,314	581,284	691,798	675,495	(16,303)	683,997
<b>NET COUNTY COST</b>	425,413	464,447	574,961	555,844	(19,117)	560,945
<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

BOS District 5 (1150P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue		525				
<b>Total Revenue</b>		525				
Fund Balance	2,293	50,599	50,599	31,180	(19,419)	28,952
<b>TOTAL SOURCES</b>	2,293	51,124	50,599	31,180	(19,419)	28,952
<b>REQUIREMENTS</b>						
Salaries and Benefits	470,490	550,319	530,963	537,545	6,582	547,901
Services and Supplies	33,868	36,613	55,545	43,545	(12,000)	43,545
Other Charges	32,790	35,537	33,741	34,741	1,000	34,741
<b>Net Appropriations</b>	537,148	622,469	620,249	615,831	(4,418)	626,187
Contingencies/Dept Reserves	11,822	15,931	15,931	12,931	(3,000)	12,931
<b>TOTAL REQUIREMENTS</b>	548,970	638,400	636,180	628,762	(7,418)	639,118
<b>NET COUNTY COST</b>	546,677	587,276	585,581	597,582	12,001	610,166
<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

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

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	133,689	138,215	131,000	127,300	(3,700)	122,300
Charges for Services	194,288	190,115	169,115	200,552	31,437	200,552
Interfund Revenue	275,930	206,472	268,549	281,472	12,923	274,411
Miscellaneous Revenue	87,938	144,457	36,000	75,499	39,499	75,499
Other Financing Sources	1,768	2,261	40,500	46,863	6,363	46,863
<b>Total Revenue</b>	<b>693,613</b>	<b>681,520</b>	<b>645,164</b>	<b>731,686</b>	<b>86,522</b>	<b>719,625</b>
Fund Balance	664,974	1,052,037	1,052,037	1,777,770	725,733	1,816,986
<b>TOTAL SOURCES</b>	<b>1,358,587</b>	<b>1,733,557</b>	<b>1,697,201</b>	<b>2,509,456</b>	<b>812,255</b>	<b>2,536,611</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,464,853	5,350,941	5,613,705	5,917,080	303,375	6,018,967
Services and Supplies	995,421	1,128,872	1,799,746	1,859,488	59,742	1,859,488
Other Charges	1,525,579	1,784,056	2,055,728	1,935,069	(120,659)	1,884,536
Fixed Assets			5,000		(5,000)	
<b>Gross Appropriations</b>	<b>6,985,853</b>	<b>8,263,869</b>	<b>9,474,179</b>	<b>9,711,637</b>	<b>237,458</b>	<b>9,762,991</b>
Intrafund Transfers	(640,426)	(619,484)	(676,249)	(693,184)	(16,935)	(720,111)
<b>Net Appropriations</b>	<b>6,345,428</b>	<b>7,644,385</b>	<b>8,797,930</b>	<b>9,018,453</b>	<b>220,523</b>	<b>9,042,880</b>
Contingencies/Dept Reserves	248,419	565,488	565,488	683,250	117,762	683,250
<b>TOTAL REQUIREMENTS</b>	<b>6,593,847</b>	<b>8,209,873</b>	<b>9,363,418</b>	<b>9,701,703</b>	<b>338,285</b>	<b>9,726,130</b>
<b>NET COUNTY COST</b>	<b>5,235,260</b>	<b>6,476,316</b>	<b>7,666,217</b>	<b>7,192,247</b>	<b>(473,970)</b>	<b>7,189,519</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	40.0	40.0	40.0	40.0		40.0
Funded FTE	39.0	39.5	39.5	39.5	0.0	39.5

County Management (1210P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	120,426	120,426	120,000	115,000	(5,000)	110,000
Interfund Revenue	142,611	81,113	103,229	148,219	44,990	141,158
Miscellaneous Revenue	7,596	5,633				
Other Financing Sources			39,000	45,363	6,363	45,363
<b>Total Revenue</b>	<b>270,633</b>	<b>207,172</b>	<b>262,229</b>	<b>308,582</b>	<b>46,353</b>	<b>296,521</b>
Fund Balance	664,974	938,327	938,327	1,264,431	326,104	1,303,647
<b>TOTAL SOURCES</b>	<b>935,607</b>	<b>1,145,499</b>	<b>1,200,556</b>	<b>1,573,013</b>	<b>372,457</b>	<b>1,600,168</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,352,410	2,921,062	3,238,582	3,380,286	141,704	3,424,506
Services and Supplies	379,246	451,033	578,207	721,986	143,779	721,986
Other Charges	1,289,514	1,531,490	1,791,922	1,670,895	(121,027)	1,609,228
<b>Gross Appropriations</b>	<b>4,021,169</b>	<b>4,903,585</b>	<b>5,608,711</b>	<b>5,773,167</b>	<b>164,456</b>	<b>5,755,720</b>
Intrafund Transfers	(168,915)	(189,477)	(172,762)	(179,810)	(7,048)	(179,810)
<b>Net Appropriations</b>	<b>3,852,254</b>	<b>4,714,108</b>	<b>5,435,949</b>	<b>5,593,357</b>	<b>157,408</b>	<b>5,575,910</b>
Contingencies/Dept Reserves	248,419	464,278	464,278	594,914	130,636	594,914
<b>TOTAL REQUIREMENTS</b>	<b>4,100,673</b>	<b>5,178,386</b>	<b>5,900,227</b>	<b>6,188,271</b>	<b>288,044</b>	<b>6,170,824</b>
<b>NET COUNTY COST</b>	<b>3,165,066</b>	<b>4,032,887</b>	<b>4,699,671</b>	<b>4,615,258</b>	<b>(84,413)</b>	<b>4,570,656</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	17.0	17.0	17.0	17.0		17.0
Funded FTE	16.5	17.0	17.0	17.0		17.0



Intergovernmental Affairs (1214P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	156,069	133,959	130,865	131,988	1,123	131,988
Interfund Revenue		20,000	20,000	20,000		20,000
Miscellaneous Revenue	18,082	58,600		500	500	500
<b>Total Revenue</b>	<b>174,151</b>	<b>212,558</b>	<b>150,865</b>	<b>152,488</b>	<b>1,623</b>	<b>152,488</b>
Fund Balance		88,231	88,231	456,288	368,057	456,288
<b>TOTAL SOURCES</b>	<b>174,151</b>	<b>300,789</b>	<b>239,096</b>	<b>608,776</b>	<b>369,680</b>	<b>608,776</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	611,235	791,367	774,776	811,023	36,247	826,412
Services and Supplies	143,620	229,857	685,256	635,103	(50,153)	635,103
Other Charges	17,993	31,138	35,471	18,495	(16,976)	18,495
<b>Gross Appropriations</b>	<b>772,849</b>	<b>1,052,362</b>	<b>1,495,503</b>	<b>1,464,621</b>	<b>(30,882)</b>	<b>1,480,010</b>
Intrafund Transfers	(60,418)	(62,758)	(62,758)	(74,250)	(11,492)	(74,250)
<b>Net Appropriations</b>	<b>712,431</b>	<b>989,604</b>	<b>1,432,745</b>	<b>1,390,371</b>	<b>(42,374)</b>	<b>1,405,760</b>
Contingencies/Dept Reserves		80,731	80,731	31,285	(49,446)	31,285
<b>TOTAL REQUIREMENTS</b>	<b>712,431</b>	<b>1,070,335</b>	<b>1,513,476</b>	<b>1,421,656</b>	<b>(91,820)</b>	<b>1,437,045</b>
<b>NET COUNTY COST</b>	<b>538,280</b>	<b>769,546</b>	<b>1,274,380</b>	<b>812,880</b>	<b>(461,500)</b>	<b>828,269</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

Clerk of the Board (1215P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	36,848	30,983	38,250	38,250		38,250
Miscellaneous Revenue	108	202				
<b>Total Revenue</b>	36,956	31,185	38,250	38,250		38,250
Fund Balance				47,696	47,696	47,696
<b>TOTAL SOURCES</b>	36,956	31,185	38,250	85,946	47,696	85,946
<b>REQUIREMENTS</b>						
Salaries and Benefits	319,842	339,670	336,636	343,406	6,770	348,319
Services and Supplies	86,170	53,898	105,232	105,232		105,232
Other Charges	27,118	19,268	27,497	27,497		27,497
<b>Gross Appropriations</b>	433,130	412,836	469,365	476,135	6,770	481,048
<b>Net Appropriations</b>	433,130	412,836	469,365	476,135	6,770	481,048
Contingencies/Dept Reserves				47,696	47,696	47,696
<b>TOTAL REQUIREMENTS</b>	433,130	412,836	469,365	523,831	54,466	528,744
<b>NET COUNTY COST</b>	396,174	381,650	431,115	437,885	6,770	442,798
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	3.0	3.0	3.0	3.0		3.0

Shared Services (1250P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	13,263	17,789	11,000	12,300	1,300	12,300
Charges for Services	1,370	25,173		30,314	30,314	30,314
Interfund Revenue	133,319	105,358	145,320	113,253	(32,067)	113,253
Miscellaneous Revenue	62,152	80,023	36,000	74,999	38,999	74,999
Other Financing Sources	1,768	2,261	1,500	1,500		1,500
<b>Total Revenue</b>	<b>211,873</b>	<b>230,604</b>	<b>193,820</b>	<b>232,366</b>	<b>38,546</b>	<b>232,366</b>
Fund Balance		25,479	25,479	9,355	(16,124)	9,355
<b>TOTAL SOURCES</b>	<b>211,873</b>	<b>256,083</b>	<b>219,299</b>	<b>241,721</b>	<b>22,422</b>	<b>241,721</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,181,366	1,298,842	1,263,711	1,382,365	118,654	1,419,730
Services and Supplies	386,385	394,084	431,051	397,167	(33,884)	397,167
Other Charges	190,954	202,160	200,838	218,182	17,344	229,316
Fixed Assets			5,000		(5,000)	
<b>Gross Appropriations</b>	<b>1,758,705</b>	<b>1,895,086</b>	<b>1,900,600</b>	<b>1,997,714</b>	<b>97,114</b>	<b>2,046,213</b>
Intrafund Transfers	(411,093)	(367,249)	(440,729)	(439,124)	1,605	(466,051)
<b>Net Appropriations</b>	<b>1,347,612</b>	<b>1,527,837</b>	<b>1,459,871</b>	<b>1,558,590</b>	<b>98,719</b>	<b>1,580,162</b>
Contingencies/Dept Reserves		20,479	20,479	9,355	(11,124)	9,355
<b>TOTAL REQUIREMENTS</b>	<b>1,347,612</b>	<b>1,548,316</b>	<b>1,480,350</b>	<b>1,567,945</b>	<b>87,595</b>	<b>1,589,517</b>
<b>NET COUNTY COST</b>	<b>1,135,739</b>	<b>1,292,233</b>	<b>1,261,051</b>	<b>1,326,224</b>	<b>65,173</b>	<b>1,347,796</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 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	9,156,756	348,678		122,000	122,000	122,000
Charges for Services	11,977,401	11,486,625	11,323,261	10,472,547	(850,714)	9,832,681
Miscellaneous Revenue	19,030	11,025	15,500	15,500		15,500
<b>Total Revenue</b>	<b>21,153,187</b>	<b>11,846,327</b>	<b>11,338,761</b>	<b>10,610,047</b>	<b>(728,714)</b>	<b>9,970,181</b>
Fund Balance	2,347,264	544,410	544,410	536,789	(7,621)	1,658,333
<b>TOTAL SOURCES</b>	<b>23,500,451</b>	<b>12,390,737</b>	<b>11,883,171</b>	<b>11,146,836</b>	<b>(736,335)</b>	<b>11,628,514</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	13,283,079	14,847,145	14,587,357	13,793,313	(794,044)	14,403,276
Services and Supplies	4,178,052	6,997,680	5,659,852	3,311,769	(2,348,083)	4,568,477
Other Charges	1,876,498	1,962,858	1,972,361	1,947,937	(24,424)	1,957,021
Fixed Assets	9,534,558		(432,078)	20,000	452,078	
<b>Gross Appropriations</b>	<b>28,872,187</b>	<b>23,807,683</b>	<b>21,787,492</b>	<b>19,073,019</b>	<b>(2,714,473)</b>	<b>20,928,774</b>
Intrafund Transfers		(3,476,110)	(2,469,990)		2,469,990	(1,188,099)
<b>Net Appropriations</b>	<b>28,872,187</b>	<b>20,331,573</b>	<b>19,317,502</b>	<b>19,073,019</b>	<b>(244,483)</b>	<b>19,740,675</b>
<b>TOTAL REQUIREMENTS</b>	<b>28,872,187</b>	<b>20,331,573</b>	<b>19,317,502</b>	<b>19,073,019</b>	<b>(244,483)</b>	<b>19,740,675</b>
<b>NET COUNTY COST</b>	<b>5,371,736</b>	<b>7,940,836</b>	<b>7,434,331</b>	<b>7,926,183</b>	<b>491,852</b>	<b>8,112,161</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	123.0	124.0	124.0	119.0	(5.0)	119.0
Funded FTE	123.0	123.7	123.7	118.9	(4.8)	118.9

Appraisal Services (1310P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	4,323,263	4,366,121	4,417,800	4,417,800		4,417,800
Miscellaneous Revenue	8,813	7,462	5,000	5,000		5,000
<b>Total Revenue</b>	<b>4,332,076</b>	<b>4,373,582</b>	<b>4,422,800</b>	<b>4,422,800</b>		<b>4,422,800</b>
Fund Balance	805,751	109,413	109,413	536,789	427,376	756,776
<b>TOTAL SOURCES</b>	<b>5,137,827</b>	<b>4,482,995</b>	<b>4,532,213</b>	<b>4,959,589</b>	<b>427,376</b>	<b>5,179,576</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,673,490	7,834,715	8,340,383	8,255,739	(84,644)	8,445,286
Services and Supplies	618,348	537,789	426,954	426,954		426,954
Other Charges	987,107	1,009,506	1,015,805	1,095,745	79,940	1,104,829
Fixed Assets				20,000	20,000	
<b>TOTAL REQUIREMENTS</b>	<b>9,278,945</b>	<b>9,382,010</b>	<b>9,783,142</b>	<b>9,798,438</b>	<b>15,296</b>	<b>9,977,069</b>
<b>NET COUNTY COST</b>	<b>4,141,118</b>	<b>4,899,015</b>	<b>5,250,929</b>	<b>4,838,849</b>	<b>(412,080)</b>	<b>4,797,493</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	76.0	76.0	76.0	75.0	(1.0)	75.0
Funded FTE	76.0	76.0	76.0	74.9	(1.1)	74.9

Administration and Support (1320P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	591,143	557,754	557,754	428,425	(129,329)	
<b>Total Revenue</b>	591,143	557,754	557,754	428,425	(129,329)	
Fund Balance	7,828					320,992
<b>TOTAL SOURCES</b>	598,971	557,754	557,754	428,425	(129,329)	320,992
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,370,445	1,389,415	1,498,177	1,432,246	(65,931)	1,462,153
Services and Supplies	14,609	28,188	38,923	38,923		38,923
Other Charges	5,459	7,302	7,302	7,302		7,302
<b>TOTAL REQUIREMENTS</b>	1,390,512	1,424,905	1,544,402	1,478,471	(65,931)	1,508,378
<b>NET COUNTY COST</b>	791,541	867,151	986,648	1,050,046	63,398	1,187,386
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	12.0	12.0	12.0	10.0	(2.0)	10.0
Funded FTE	12.0	11.7	11.7	10.0	(1.7)	10.0

Elections (1330P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	9,156,756	348,678		122,000	122,000	122,000
Charges for Services	2,325,362	2,471,156	1,796,083	1,504,891	(291,192)	1,873,500
Miscellaneous Revenue	3,030	(441)	7,500	7,500		7,500
<b>Total Revenue</b>	<b>11,485,148</b>	<b>2,819,392</b>	<b>1,803,583</b>	<b>1,634,391</b>	<b>(169,192)</b>	<b>2,003,000</b>
Fund Balance	1,471,166	434,997	434,997		(434,997)	
<b>TOTAL SOURCES</b>	<b>12,956,314</b>	<b>3,254,389</b>	<b>2,238,580</b>	<b>1,634,391</b>	<b>(604,189)</b>	<b>2,003,000</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,188,295	3,511,763	2,677,285	2,104,866	(572,419)	2,441,338
Services and Supplies	2,995,583	5,721,569	4,685,975	1,980,892	(2,705,083)	3,237,600
Other Charges	252,088	269,119	274,885	261,795	(13,090)	261,795
Fixed Assets	9,512,274		(432,078)		432,078	
<b>Gross Appropriations</b>	<b>14,948,240</b>	<b>9,502,452</b>	<b>7,206,067</b>	<b>4,347,553</b>	<b>(2,858,514)</b>	<b>5,940,733</b>
Intrafund Transfers		(3,476,110)	(2,469,990)		2,469,990	(1,188,099)
<b>TOTAL REQUIREMENTS</b>	<b>14,948,240</b>	<b>6,026,342</b>	<b>4,736,077</b>	<b>4,347,553</b>	<b>(388,524)</b>	<b>4,752,634</b>
<b>NET COUNTY COST</b>	<b>1,991,926</b>	<b>2,771,952</b>	<b>2,497,497</b>	<b>2,713,162</b>	<b>215,665</b>	<b>2,749,634</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	11.0	12.0	12.0	12.0		12.0
Funded FTE	11.0	12.0	12.0	12.0		12.0

County Clerk-Recorder (1340P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	4,737,633	4,091,594	4,551,624	4,121,431	(430,193)	3,541,381
Miscellaneous Revenue	7,187	4,004	3,000	3,000		3,000
<b>Total Revenue</b>	<b>4,744,820</b>	<b>4,095,598</b>	<b>4,554,624</b>	<b>4,124,431</b>	<b>(430,193)</b>	<b>3,544,381</b>
Fund Balance	62,519					580,565
<b>TOTAL SOURCES</b>	<b>4,807,339</b>	<b>4,095,598</b>	<b>4,554,624</b>	<b>4,124,431</b>	<b>(430,193)</b>	<b>4,124,946</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,050,850	2,111,251	2,071,512	2,000,462	(71,050)	2,054,499
Services and Supplies	549,513	710,134	508,000	865,000	357,000	865,000
Other Charges	631,843	676,931	674,369	583,095	(91,274)	583,095
Fixed Assets	22,284					
<b>TOTAL REQUIREMENTS</b>	<b>3,254,490</b>	<b>3,498,316</b>	<b>3,253,881</b>	<b>3,448,557</b>	<b>194,676</b>	<b>3,502,594</b>
<b>NET COUNTY COST</b>	<b>(1,552,849)</b>	<b>(597,283)</b>	<b>(1,300,743)</b>	<b>(675,874)</b>	<b>624,869</b>	<b>(622,352)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	24.0	24.0	24.0	22.0	(2.0)	22.0
Funded FTE	24.0	24.0	24.0	22.0	(2.0)	22.0



Controller's Office (1400B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	1,261,449	1,233,251	1,242,975	1,267,533	24,558	1,268,523
Interfund Revenue	145,320	141,448	112,572	118,309	5,737	121,214
Miscellaneous Revenue	145,216	13,040				
<b>Total Revenue</b>	<b>1,551,985</b>	<b>1,387,739</b>	<b>1,355,547</b>	<b>1,385,842</b>	<b>30,295</b>	<b>1,389,737</b>
Fund Balance	928,389	1,003,339	1,003,339	1,070,823	67,484	1,035,256
<b>TOTAL SOURCES</b>	<b>2,480,374</b>	<b>2,391,078</b>	<b>2,358,886</b>	<b>2,456,665</b>	<b>97,779</b>	<b>2,424,993</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,440,704	4,568,075	4,881,172	5,308,230	427,058	5,249,371
Services and Supplies	366,362	332,912	571,045	423,385	(147,660)	423,385
Other Charges	954,971	1,005,261	1,004,937	2,805,161	1,800,224	2,194,274
Fixed Assets	14,363	10,024				
<b>Gross Appropriations</b>	<b>5,776,400</b>	<b>5,916,273</b>	<b>6,457,154</b>	<b>8,536,776</b>	<b>2,079,622</b>	<b>7,867,030</b>
Intrafund Transfers		(71,865)	(82,565)	(729,775)	(647,210)	(11,576)
<b>Net Appropriations</b>	<b>5,776,400</b>	<b>5,844,408</b>	<b>6,374,589</b>	<b>7,807,001</b>	<b>1,432,412</b>	<b>7,855,454</b>
Contingencies/Dept Reserves	537,946	612,896	612,896	644,813	31,917	644,813
<b>TOTAL REQUIREMENTS</b>	<b>6,314,346</b>	<b>6,457,304</b>	<b>6,987,485</b>	<b>8,451,814</b>	<b>1,464,329</b>	<b>8,500,267</b>
<b>NET COUNTY COST</b>	<b>3,833,971</b>	<b>4,066,225</b>	<b>4,628,599</b>	<b>5,995,149</b>	<b>1,366,550</b>	<b>6,075,274</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	41.0	44.0	44.0	44.0		44.0
Funded FTE	40.1	43.0	42.5	43.0	0.5	43.0

# Administration (1411P)

## General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services		4,800				
Miscellaneous Revenue	97,485					
<b>Total Revenue</b>	97,485	4,800				
Fund Balance	452,916	527,866	527,866	646,892	119,026	611,325
<b>TOTAL SOURCES</b>	550,401	532,666	527,866	646,892	119,026	611,325
<b>REQUIREMENTS</b>						
Salaries and Benefits	838,693	1,011,620	1,033,677	1,120,394	86,717	1,132,169
Services and Supplies	163,065	211,146	227,185	310,528	83,343	310,528
Other Charges	201,408	216,838	212,126	234,781	22,655	259,781
<b>Gross Appropriations</b>	1,203,166	1,439,604	1,472,988	1,665,703	192,715	1,702,478
<b>Net Appropriations</b>	1,203,166	1,439,604	1,472,988	1,665,703	192,715	1,702,478
Contingencies/Dept Reserves	78,448	153,398	153,398	220,882	67,484	220,882
<b>TOTAL REQUIREMENTS</b>	1,281,614	1,593,002	1,626,386	1,886,585	260,199	1,923,360
<b>NET COUNTY COST</b>	731,213	1,060,336	1,098,520	1,239,693	141,173	1,312,035
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	5.0	7.0	7.0	7.0		7.0
Funded FTE	5.0	7.0	6.7	7.0	0.3	7.0

Internal Audit (1421P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	50,042	40,708	30,020	33,013	2,993	34,003
Interfund Revenue	76,678	71,466	42,590	46,836	4,246	48,241
<b>TOTAL SOURCES</b>	<b>126,720</b>	<b>112,174</b>	<b>72,610</b>	<b>79,849</b>	<b>7,239</b>	<b>82,244</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	937,026	792,243	1,192,478	1,288,065	95,587	1,319,914
Services and Supplies	70,829	33,072	23,985	31,600	7,615	31,600
Other Charges	71,185	93,003	92,754	90,753	(2,001)	90,753
<b>Gross Appropriations</b>	<b>1,079,039</b>	<b>918,318</b>	<b>1,309,217</b>	<b>1,410,418</b>	<b>101,201</b>	<b>1,442,267</b>
Intrafund Transfers			(6,600)	(7,258)	(658)	(7,476)
<b>TOTAL REQUIREMENTS</b>	<b>1,079,039</b>	<b>918,318</b>	<b>1,302,617</b>	<b>1,403,160</b>	<b>100,543</b>	<b>1,434,791</b>
<b>NET COUNTY COST</b>	<b>952,319</b>	<b>806,144</b>	<b>1,230,007</b>	<b>1,323,311</b>	<b>93,304</b>	<b>1,352,547</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.8	9.5	9.5	9.5	0.0	9.5

Payroll Services (1431P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
<b>REQUIREMENTS</b>						
Salaries and Benefits	688,676	672,710	575,798	611,766	35,968	619,933
Services and Supplies	22,759	60,614	7,305	9,405	2,100	9,405
Other Charges	413,945	496,548	461,424	2,235,929	1,774,505	1,595,929
<b>Gross Appropriations</b>	<b>1,125,380</b>	<b>1,229,872</b>	<b>1,044,527</b>	<b>2,857,100</b>	<b>1,812,573</b>	<b>2,225,267</b>
Intrafund Transfers		(71,865)	(71,865)	(640,000)	(568,135)	
<b>TOTAL REQUIREMENTS</b>	<b>1,125,380</b>	<b>1,158,007</b>	<b>972,662</b>	<b>2,217,100</b>	<b>1,244,438</b>	<b>2,225,267</b>
<b>NET COUNTY COST</b>	<b>1,125,380</b>	<b>1,158,007</b>	<b>972,662</b>	<b>2,217,100</b>	<b>1,244,438</b>	<b>2,225,267</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 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Interfund Revenue	10,600					
<b>TOTAL SOURCES</b>	10,600					
<b>REQUIREMENTS</b>						
Salaries and Benefits	514,540	608,800	644,026	721,217	77,191	651,499
Services and Supplies	24,101	25,582	30,817	69,817	39,000	69,817
Other Charges	31,496	37,504	40,733	49,002	8,269	49,002
Fixed Assets	14,363	10,024				
<b>Gross Appropriations</b>	584,499	681,912	715,576	840,036	124,460	770,318
Intrafund Transfers				(78,417)	(78,417)	
<b>TOTAL REQUIREMENTS</b>	584,499	681,912	715,576	761,619	46,043	770,318
<b>NET COUNTY COST</b>	573,899	681,912	715,576	761,619	46,043	770,318
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	4.0	5.0	5.0	5.0		5.0
Funded FTE	4.0	5.0	5.0	5.0		5.0

General Accounting (1441P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	1,500	4,500				
Interfund Revenue	58,042	69,982	69,982	71,473	1,491	72,973
Miscellaneous Revenue	19,331	7,346				
<b>TOTAL SOURCES</b>	<b>78,873</b>	<b>81,829</b>	<b>69,982</b>	<b>71,473</b>	<b>1,491</b>	<b>72,973</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	617,657	602,716	620,135	660,548	40,413	674,193
Services and Supplies	84,918	1,496	180,775	1,775	(179,000)	1,775
Other Charges	135,089	86,730	84,800	83,198	(1,602)	87,311
<b>TOTAL REQUIREMENTS</b>	<b>837,665</b>	<b>690,941</b>	<b>885,710</b>	<b>745,521</b>	<b>(140,189)</b>	<b>763,279</b>
<b>NET COUNTY COST</b>	<b>758,792</b>	<b>609,113</b>	<b>815,728</b>	<b>674,048</b>	<b>(141,680)</b>	<b>690,306</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.5	7.5	7.5	7.5		7.5

Property Tax/Special Accounting (1461P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	1,209,907	1,183,243	1,212,955	1,234,520	21,565	1,234,520
Miscellaneous Revenue	28,401	5,694				
<b>Total Revenue</b>	<b>1,238,308</b>	<b>1,188,937</b>	<b>1,212,955</b>	<b>1,234,520</b>	<b>21,565</b>	<b>1,234,520</b>
Fund Balance	475,473	475,473	475,473	423,931	(51,542)	423,931
<b>TOTAL SOURCES</b>	<b>1,713,781</b>	<b>1,664,410</b>	<b>1,688,428</b>	<b>1,658,451</b>	<b>(29,977)</b>	<b>1,658,451</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	844,113	879,987	815,058	906,240	91,182	851,663
Services and Supplies	690	1,003	100,978	260	(100,718)	260
Other Charges	101,848	74,637	113,100	111,498	(1,602)	111,498
<b>Gross Appropriations</b>	<b>946,651</b>	<b>955,626</b>	<b>1,029,136</b>	<b>1,017,998</b>	<b>(11,138)</b>	<b>963,421</b>
Intrafund Transfers			(4,100)	(4,100)		(4,100)
<b>Net Appropriations</b>	<b>946,651</b>	<b>955,626</b>	<b>1,025,036</b>	<b>1,013,898</b>	<b>(11,138)</b>	<b>959,321</b>
Contingencies/Dept Reserves	459,498	459,498	459,498	423,931	(35,567)	423,931
<b>TOTAL REQUIREMENTS</b>	<b>1,406,149</b>	<b>1,415,124</b>	<b>1,484,534</b>	<b>1,437,829</b>	<b>(46,705)</b>	<b>1,383,252</b>
<b>NET COUNTY COST</b>	<b>(307,632)</b>	<b>(249,286)</b>	<b>(203,894)</b>	<b>(220,622)</b>	<b>(16,728)</b>	<b>(275,199)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.8	8.0	7.9	8.0	0.1	8.0

Treasurer - Tax Collector (1500B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	6,896	5,596	3,650	3,650		3,650
Use of Money and Property	59,720	40,448	40,000	40,000		40,000
Intergovernmental Revenues	13,385					
Charges for Services	4,774,281	5,185,623	3,514,974	3,911,434	396,460	3,911,434
Interfund Revenue	1,051,724	654,512	1,031,000	619,710	(411,290)	619,710
Miscellaneous Revenue	126,780	119,976	81,500	81,500		81,500
<b>Total Revenue</b>	<b>6,032,786</b>	<b>6,006,155</b>	<b>4,671,124</b>	<b>4,656,294</b>	<b>(14,830)</b>	<b>4,656,294</b>
Fund Balance	3,307,152	3,864,733	3,864,733	4,436,123	571,390	3,880,894
<b>TOTAL SOURCES</b>	<b>9,339,938</b>	<b>9,870,888</b>	<b>8,535,857</b>	<b>9,092,417</b>	<b>556,560</b>	<b>8,537,188</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,626,052	5,910,336	6,390,999	6,931,379	540,380	7,097,662
Services and Supplies	1,558,871	1,593,144	3,023,356	2,989,120	(34,236)	2,681,545
Other Charges	980,137	1,057,803	1,059,543	1,140,288	80,745	1,110,288
Fixed Assets	425,473	26,172		182,146	182,146	
<b>Gross Appropriations</b>	<b>8,590,533</b>	<b>8,587,455</b>	<b>10,473,898</b>	<b>11,242,933</b>	<b>769,035</b>	<b>10,889,495</b>
Intrafund Transfers	(2,590,922)	(2,894,235)	(2,810,559)	(2,827,012)	(16,453)	(2,827,012)
<b>Net Appropriations</b>	<b>5,999,612</b>	<b>5,693,220</b>	<b>7,663,339</b>	<b>8,415,921</b>	<b>752,582</b>	<b>8,062,483</b>
Contingencies/Dept Reserves	1,457,378	1,776,121	1,776,121	1,675,205	(100,916)	1,525,205
<b>TOTAL REQUIREMENTS</b>	<b>7,456,990</b>	<b>7,469,341</b>	<b>9,439,460</b>	<b>10,091,126</b>	<b>651,666</b>	<b>9,587,688</b>
<b>NET COUNTY COST</b>	<b>(1,882,948)</b>	<b>(2,401,547)</b>	<b>903,603</b>	<b>998,709</b>	<b>95,106</b>	<b>1,050,500</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	63.0	65.0	65.0	67.0	2.0	67.0
Funded FTE	61.8	63.8	63.8	66.0	2.2	66.0



Tax Collector (1510P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	6,896	5,596	3,650	3,650		3,650
Intergovernmental Revenues	13,385					
Charges for Services	1,577,095	1,663,134	1,164,474	1,164,474		1,164,474
Miscellaneous Revenue	60,567	58,387	56,000	56,000		56,000
<b>Total Revenue</b>	<b>1,657,942</b>	<b>1,727,118</b>	<b>1,224,124</b>	<b>1,224,124</b>		<b>1,224,124</b>
Fund Balance	2,168,392	2,391,785	2,391,785	2,420,845	29,060	2,393,116
<b>TOTAL SOURCES</b>	<b>3,826,334</b>	<b>4,118,903</b>	<b>3,615,909</b>	<b>3,644,969</b>	<b>29,060</b>	<b>3,617,240</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,765,401	1,822,558	1,942,397	2,146,398	204,001	2,203,738
Services and Supplies	811,666	910,767	1,893,270	1,723,257	(170,013)	1,763,182
Other Charges	576,375	627,560	621,213	566,968	(54,245)	566,968
Fixed Assets	417,666	26,172		165,966	165,966	
<b>Gross Appropriations</b>	<b>3,571,109</b>	<b>3,387,056</b>	<b>4,456,880</b>	<b>4,602,589</b>	<b>145,709</b>	<b>4,533,888</b>
<b>Net Appropriations</b>	<b>3,571,109</b>	<b>3,387,056</b>	<b>4,456,880</b>	<b>4,602,589</b>	<b>145,709</b>	<b>4,533,888</b>
Contingencies/Dept Reserves	654,919	695,414	695,414	510,261	(185,153)	510,261
<b>TOTAL REQUIREMENTS</b>	<b>4,226,028</b>	<b>4,082,470</b>	<b>5,152,294</b>	<b>5,112,850</b>	<b>(39,444)</b>	<b>5,044,149</b>
<b>NET COUNTY COST</b>	<b>399,693</b>	<b>(36,432)</b>	<b>1,536,385</b>	<b>1,467,881</b>	<b>(68,504)</b>	<b>1,426,909</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	18.0	19.0	19.0	19.0		19.0
Funded FTE	18.0	18.3	18.3	19.0	0.7	19.0

Treasurer (1520P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	3,143,616	3,461,870	2,300,000	2,696,460	396,460	2,696,460
Miscellaneous Revenue	24,936	16,943				
<b>Total Revenue</b>	<b>3,168,551</b>	<b>3,478,812</b>	<b>2,300,000</b>	<b>2,696,460</b>	<b>396,460</b>	<b>2,696,460</b>
Fund Balance	981,864	999,314	999,314	1,034,314	35,000	999,314
<b>TOTAL SOURCES</b>	<b>4,150,415</b>	<b>4,478,126</b>	<b>3,299,314</b>	<b>3,730,774</b>	<b>431,460</b>	<b>3,695,774</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,200,936	1,256,030	1,304,152	1,358,069	53,917	1,381,577
Services and Supplies	249,080	186,158	359,508	381,038	21,530	346,038
Other Charges	178,712	196,594	197,599	211,091	13,492	211,091
<b>Gross Appropriations</b>	<b>1,628,728</b>	<b>1,638,783</b>	<b>1,861,259</b>	<b>1,950,198</b>	<b>88,939</b>	<b>1,938,706</b>
<b>Net Appropriations</b>	<b>1,628,728</b>	<b>1,638,783</b>	<b>1,861,259</b>	<b>1,950,198</b>	<b>88,939</b>	<b>1,938,706</b>
Contingencies/Dept Reserves	738,459	914,944	914,944	914,944		914,944
<b>TOTAL REQUIREMENTS</b>	<b>2,367,187</b>	<b>2,553,727</b>	<b>2,776,203</b>	<b>2,865,142</b>	<b>88,939</b>	<b>2,853,650</b>
<b>NET COUNTY COST</b>	<b>(1,783,228)</b>	<b>(1,924,400)</b>	<b>(523,111)</b>	<b>(865,632)</b>	<b>(342,521)</b>	<b>(842,124)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	12.0	12.0	12.0	12.0		12.0
Funded FTE	11.0	12.0	12.0	12.0		12.0

Revenue Services Program (1530P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	59,720	40,448	40,000	40,000		40,000
Charges for Services	53,571	60,619	50,500	50,500		50,500
Interfund Revenue	1,051,724	654,512	1,031,000	619,710	(411,290)	619,710
Miscellaneous Revenue	41,278	44,646	25,500	25,500		25,500
<b>Total Revenue</b>	<b>1,206,292</b>	<b>800,225</b>	<b>1,147,000</b>	<b>735,710</b>	<b>(411,290)</b>	<b>735,710</b>
Fund Balance	156,896	473,634	473,634	980,964	507,330	488,464
<b>TOTAL SOURCES</b>	<b>1,363,188</b>	<b>1,273,859</b>	<b>1,620,634</b>	<b>1,716,674</b>	<b>96,040</b>	<b>1,224,174</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,659,715	2,831,748	3,144,450	3,426,912	282,462	3,512,347
Services and Supplies	498,125	496,219	770,578	884,825	114,247	572,325
Other Charges	225,050	233,650	240,731	362,229	121,498	332,229
Fixed Assets	7,807			16,180	16,180	
<b>Gross Appropriations</b>	<b>3,390,697</b>	<b>3,561,616</b>	<b>4,155,759</b>	<b>4,690,146</b>	<b>534,387</b>	<b>4,416,901</b>
Intrafund Transfers	(2,590,922)	(2,894,235)	(2,810,559)	(2,827,012)	(16,453)	(2,827,012)
<b>Net Appropriations</b>	<b>799,775</b>	<b>667,381</b>	<b>1,345,200</b>	<b>1,863,134</b>	<b>517,934</b>	<b>1,589,889</b>
Contingencies/Dept Reserves	64,000	165,763	165,763	250,000	84,237	100,000
<b>TOTAL REQUIREMENTS</b>	<b>863,775</b>	<b>833,144</b>	<b>1,510,963</b>	<b>2,113,134</b>	<b>602,171</b>	<b>1,689,889</b>
<b>NET COUNTY COST</b>	<b>(499,413)</b>	<b>(440,715)</b>	<b>(109,671)</b>	<b>396,460</b>	<b>506,131</b>	<b>465,715</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	33.0	34.0	34.0	36.0	2.0	36.0
Funded FTE	32.8	33.5	33.5	35.0	1.5	35.0

County Counsel (1600B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	2,999,560	3,658,904	3,542,471	3,676,564	134,093	3,679,520
Interfund Revenue	270,610					
Miscellaneous Revenue	3,700	16,193	1,000	1,000		1,000
<b>Total Revenue</b>	<b>3,273,870</b>	<b>3,675,097</b>	<b>3,543,471</b>	<b>3,677,564</b>	<b>134,093</b>	<b>3,680,520</b>
Fund Balance	859,302	622,543	622,543	790,185	167,642	790,185
<b>TOTAL SOURCES</b>	<b>4,133,172</b>	<b>4,297,640</b>	<b>4,166,014</b>	<b>4,467,749</b>	<b>301,735</b>	<b>4,470,705</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,564,660	7,330,831	7,436,333	8,107,911	671,578	8,277,702
Services and Supplies	307,911	447,835	821,662	651,350	(170,312)	630,350
Other Charges	337,341	376,675	345,542	379,688	34,146	379,688
Fixed Assets		18,041				
<b>Gross Appropriations</b>	<b>7,209,911</b>	<b>8,173,383</b>	<b>8,603,537</b>	<b>9,138,949</b>	<b>535,412</b>	<b>9,287,740</b>
Intrafund Transfers	(1,219,288)	(1,180,254)	(1,132,104)	(1,120,224)	11,880	(1,154,224)
<b>Net Appropriations</b>	<b>5,990,623</b>	<b>6,993,129</b>	<b>7,471,433</b>	<b>8,018,725</b>	<b>547,292</b>	<b>8,133,516</b>
Contingencies/Dept Reserves	153,544	256,665	256,665	512,304	255,639	502,304
<b>TOTAL REQUIREMENTS</b>	<b>6,144,167</b>	<b>7,249,794</b>	<b>7,728,098</b>	<b>8,531,029</b>	<b>802,931</b>	<b>8,635,820</b>
<b>NET COUNTY COST</b>	<b>2,010,995</b>	<b>2,952,154</b>	<b>3,562,084</b>	<b>4,063,280</b>	<b>501,196</b>	<b>4,165,115</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	41.0	40.0	40.0	40.0		40.0
Funded FTE	40.7	37.8	37.8	38.6	0.8	38.6

Human Resources Department (1700B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	40,000					
Charges for Services	68,621	125,489	40,500	313,160	272,660	315,860
Interfund Revenue	3,025,509	3,306,884	3,735,164	3,913,041	177,877	3,981,471
Miscellaneous Revenue	6,661	6,688	6,000	6,000		6,000
Other Financing Sources			77,323		(77,323)	
<b>Total Revenue</b>	<b>3,140,791</b>	<b>3,439,061</b>	<b>3,858,987</b>	<b>4,232,201</b>	<b>373,214</b>	<b>4,303,331</b>
Fund Balance	1,001,731	1,063,321	1,063,321	939,868	(123,453)	745,276
<b>TOTAL SOURCES</b>	<b>4,142,522</b>	<b>4,502,382</b>	<b>4,922,308</b>	<b>5,172,069</b>	<b>249,761</b>	<b>5,048,607</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,016,905	6,412,193	6,796,947	7,053,685	256,738	7,206,558
Services and Supplies	1,466,216	1,669,976	2,000,538	2,046,897	46,359	1,920,827
Other Charges	649,202	755,304	746,428	486,075	(260,353)	498,621
Fixed Assets		8,435	33,500	3,731	(29,769)	15,000
<b>Gross Appropriations</b>	<b>8,132,323</b>	<b>8,845,908</b>	<b>9,577,413</b>	<b>9,590,388</b>	<b>12,975</b>	<b>9,641,006</b>
Intrafund Transfers	(1,167,118)	(1,240,789)	(1,347,933)	(1,363,598)	(15,665)	(1,430,133)
<b>Net Appropriations</b>	<b>6,965,205</b>	<b>7,605,119</b>	<b>8,229,480</b>	<b>8,226,790</b>	<b>(2,690)</b>	<b>8,210,873</b>
Contingencies/Dept Reserves	631,281	607,622	607,622	579,841	(27,781)	529,841
<b>TOTAL REQUIREMENTS</b>	<b>7,596,486</b>	<b>8,212,741</b>	<b>8,837,102</b>	<b>8,806,631</b>	<b>(30,471)</b>	<b>8,740,714</b>
<b>NET COUNTY COST</b>	<b>3,453,964</b>	<b>3,710,359</b>	<b>3,914,794</b>	<b>3,634,562</b>	<b>(280,232)</b>	<b>3,692,107</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	65.0	57.0	57.0	56.0	(1.0)	56.0
Funded FTE	56.4	53.1	53.1	54.0	0.9	54.0

Information Services Department (1800B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	87,079	93,474	92,926	92,926		92,926
Charges for Services	1,389,382	2,986,478	603,855	571,232	(32,623)	571,232
Interfund Revenue	13,012,019	11,890,393	14,569,932	12,746,789	(1,823,143)	11,361,789
Miscellaneous Revenue	103,111	104,510				
<b>Total Revenue</b>	<b>14,591,591</b>	<b>15,074,855</b>	<b>15,266,713</b>	<b>13,410,947</b>	<b>(1,855,766)</b>	<b>12,025,947</b>
Fund Balance	10,529,483	10,964,278	10,964,278	9,639,555	(1,324,723)	5,027,932
<b>TOTAL SOURCES</b>	<b>25,121,074</b>	<b>26,039,133</b>	<b>26,230,991</b>	<b>23,050,502</b>	<b>(3,180,489)</b>	<b>17,053,879</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	16,800,250	17,630,185	20,262,428	21,402,316	1,139,888	21,593,751
Services and Supplies	24,225,957	24,450,673	30,363,927	33,895,741	3,531,814	22,279,255
Other Charges	1,124,256	1,207,350	1,246,924	1,351,896	104,972	1,351,896
Fixed Assets	1,602,955	1,429,536	4,382,046	2,525,320	(1,856,726)	1,469,625
Other Financing Uses	287,364	286,973	324,000	285,994	(38,006)	285,994
<b>Gross Appropriations</b>	<b>44,040,782</b>	<b>45,004,717</b>	<b>56,579,325</b>	<b>59,461,267</b>	<b>2,881,942</b>	<b>46,980,521</b>
Intrafund Transfers	(29,485,472)	(28,605,139)	(35,794,433)	(41,438,697)	(5,644,264)	(35,268,736)
<b>Net Appropriations</b>	<b>14,555,310</b>	<b>16,399,579</b>	<b>20,784,892</b>	<b>18,022,570</b>	<b>(2,762,322)</b>	<b>11,711,785</b>
Contingencies/Dept Reserves	10,565,764	9,639,555	5,446,099	5,027,932	(418,167)	5,342,094
<b>TOTAL REQUIREMENTS</b>	<b>25,121,074</b>	<b>26,039,134</b>	<b>26,230,991</b>	<b>23,050,502</b>	<b>(3,180,489)</b>	<b>17,053,879</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	141.0	154.0	154.0	154.0		154.0
Funded FTE	139.4	153.1	153.1	153.3	0.2	153.3

Information and Technology Availability (1830P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	87,079	93,474	92,926	92,926		92,926
Charges for Services	633,832	749,386	592,569	472,293	(120,276)	472,293
Interfund Revenue	1,764,487	1,715,549	6,685,216	6,481,954	(203,262)	6,481,954
Miscellaneous Revenue	65,131	81,574				
<b>Total Revenue</b>	<b>2,550,528</b>	<b>2,639,983</b>	<b>7,370,711</b>	<b>7,047,173</b>	<b>(323,538)</b>	<b>7,047,173</b>
Fund Balance	9,360,680	10,107,339	10,107,339	8,843,352	(1,263,987)	4,878,191
<b>TOTAL SOURCES</b>	<b>11,911,208</b>	<b>12,747,322</b>	<b>17,478,050</b>	<b>15,890,525</b>	<b>(1,587,525)</b>	<b>11,925,364</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	8,402,819	8,059,653	9,748,405	9,675,573	(72,832)	9,905,482
Services and Supplies	14,110,959	14,906,979	15,702,914	16,002,492	299,578	14,541,940
Other Charges	646,720	595,668	759,381	830,842	71,461	830,842
Fixed Assets	689,619	659,506	1,949,671	2,192,757	243,086	1,469,625
Other Financing Uses	287,364	286,973	324,000	285,994	(38,006)	285,994
<b>Gross Appropriations</b>	<b>24,137,481</b>	<b>24,508,779</b>	<b>28,484,371</b>	<b>28,987,658</b>	<b>503,287</b>	<b>27,033,883</b>
Intrafund Transfers	(9,836,707)	(9,403,469)	(16,368,841)	(17,975,324)	(1,606,483)	(20,234,710)
<b>Net Appropriations</b>	<b>14,300,774</b>	<b>15,105,310</b>	<b>12,115,530</b>	<b>11,012,334</b>	<b>(1,103,196)</b>	<b>6,799,173</b>
Contingencies/Dept Reserves	9,708,825	8,843,352	5,362,520	4,878,191	(484,329)	5,126,191
<b>TOTAL REQUIREMENTS</b>	<b>24,009,599</b>	<b>23,948,662</b>	<b>17,478,050</b>	<b>15,890,525</b>	<b>(1,587,525)</b>	<b>11,925,364</b>
<b>NET COUNTY COST</b>	<b>12,098,391</b>	<b>11,201,341</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	76.0	76.0	76.0	76.0		76.0
Funded FTE	75.1	75.1	75.1	75.3	0.2	75.3

Project Management (1840P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	755,551	2,237,092	11,286	98,939	87,653	98,939
Interfund Revenue	11,247,532	10,174,843	7,884,716	6,264,835	(1,619,881)	4,879,835
Miscellaneous Revenue	37,980	22,936				
<b>Total Revenue</b>	<b>12,041,063</b>	<b>12,434,872</b>	<b>7,896,002</b>	<b>6,363,774</b>	<b>(1,532,228)</b>	<b>4,978,774</b>
Fund Balance	1,168,803	856,939	856,939	796,203	(60,736)	149,741
<b>TOTAL SOURCES</b>	<b>13,209,866</b>	<b>13,291,811</b>	<b>8,752,941</b>	<b>7,159,977</b>	<b>(1,592,964)</b>	<b>5,128,515</b>

<b>REQUIREMENTS</b>						
Salaries and Benefits	8,397,431	9,570,533	10,514,023	11,726,743	1,212,720	11,688,269
Services and Supplies	10,114,998	9,543,694	14,661,013	17,893,249	3,232,236	7,737,315
Other Charges	477,536	611,682	487,543	521,054	33,511	521,054
Fixed Assets	913,336	770,030	2,432,375	332,563	(2,099,812)	
<b>Gross Appropriations</b>	<b>19,903,301</b>	<b>20,495,939</b>	<b>28,094,954</b>	<b>30,473,609</b>	<b>2,378,655</b>	<b>19,946,638</b>
Intrafund Transfers	(19,648,765)	(19,201,670)	(19,425,592)	(23,463,373)	(4,037,781)	(15,034,026)
<b>Net Appropriations</b>	<b>254,536</b>	<b>1,294,269</b>	<b>8,669,362</b>	<b>7,010,236</b>	<b>(1,659,126)</b>	<b>4,912,612</b>
Contingencies/Dept Reserves	856,939	796,203	83,579	149,741	66,162	215,903
<b>TOTAL REQUIREMENTS</b>	<b>1,111,475</b>	<b>2,090,472</b>	<b>8,752,941</b>	<b>7,159,977</b>	<b>(1,592,964)</b>	<b>5,128,515</b>

<b>NET COUNTY COST</b>	<b>(12,098,391)</b>	<b>(11,201,340)</b>				
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**AUTHORIZED POSITIONS**

Salary Resolution	65.0	78.0	78.0	78.0		78.0
Funded FTE	64.3	78.0	78.0	78.0	0.0	78.0



Grand Jury (1920B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Interfund Revenue			82,056	82,056		82,056
<b>Total Revenue</b>			82,056	82,056		82,056
Fund Balance				128,523	128,523	128,523
<b>TOTAL SOURCES</b>			82,056	210,579	128,523	210,579
<b>REQUIREMENTS</b>						
Salaries and Benefits	39,023	44,448	72,039	72,039		72,039
Services and Supplies	429,442	273,377	463,650	463,650		463,650
Other Charges	2,096	5,835	12,279	12,279		12,279
<b>Gross Appropriations</b>	470,562	323,660	547,968	547,968		547,968
<b>Net Appropriations</b>	470,562	323,660	547,968	547,968		547,968
Contingencies/Dept Reserves				128,523	128,523	128,523
<b>TOTAL REQUIREMENTS</b>	470,562	323,660	547,968	676,491	128,523	676,491
<b>NET COUNTY COST</b>	470,562	323,660	465,912	465,912		465,912

Retirement Office (2000B)  
Retirement Trust Fund (Information Only)

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	2,596,593	3,186,610				
Other Financing Sources			3,444,400	4,299,600	855,200	4,342,719
<b>TOTAL SOURCES</b>	2,596,593	3,186,610	3,444,400	4,299,600	855,200	4,342,719
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,717,160	1,892,527	2,064,200	2,479,868	415,668	2,522,987
Services and Supplies	816,453	1,116,563	1,132,612	1,679,144	546,532	1,679,144
Other Charges	62,980	177,520	147,588	140,588	(7,000)	140,588
Fixed Assets			100,000		(100,000)	
<b>TOTAL REQUIREMENTS</b>	2,596,593	3,186,610	3,444,400	4,299,600	855,200	4,342,719
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	14.0	16.0	16.0	16.0		16.0
Funded FTE	14.0	16.0	16.0	16.0		16.0

Message Switch (1940B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	585,802	585,762	592,219	577,588	(14,631)	600,691
Interfund Revenue	1,394	2,355	2,355	1,713	(642)	1,782
Miscellaneous Revenue	3,997					
<b>Total Revenue</b>	<b>591,193</b>	<b>588,117</b>	<b>594,574</b>	<b>579,301</b>	<b>(15,273)</b>	<b>602,473</b>
Fund Balance	522,426	406,219	402,937	452,545	49,608	362,662
<b>TOTAL SOURCES</b>	<b>1,113,619</b>	<b>994,336</b>	<b>997,511</b>	<b>1,031,846</b>	<b>34,335</b>	<b>965,135</b>
<b>REQUIREMENTS</b>						
Services and Supplies	354,049	383,536	499,578	522,364	22,786	423,460
Other Charges	479,501	283,353	289,913	279,503	(10,410)	279,503
<b>Gross Appropriations</b>	<b>833,550</b>	<b>666,889</b>	<b>789,491</b>	<b>801,867</b>	<b>12,376</b>	<b>702,963</b>
Intrafund Transfers	(122,868)	(125,098)	(117,142)	(132,683)	(15,541)	(137,990)
<b>Net Appropriations</b>	<b>710,682</b>	<b>541,791</b>	<b>672,349</b>	<b>669,184</b>	<b>(3,165)</b>	<b>564,973</b>
Contingencies/Dept Reserves	402,937	452,545	325,162	362,662	37,500	400,162
<b>TOTAL REQUIREMENTS</b>	<b>1,113,619</b>	<b>994,336</b>	<b>997,511</b>	<b>1,031,846</b>	<b>34,335</b>	<b>965,135</b>

District Attorney/Public Administrator (2510B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	621,300	729,697	258,583	400,000	141,417	415,000
Use of Money and Property	61,633	94,703	65,000	67,662	2,662	67,662
Intergovernmental Revenues	12,141,324	12,047,815	12,361,415	12,366,020	4,605	12,913,293
Charges for Services	180,392	233,151	173,448	191,541	18,093	207,547
Miscellaneous Revenue	42,729	46,388	20,000	40,000	20,000	40,000
<b>Total Revenue</b>	<b>13,047,378</b>	<b>13,151,754</b>	<b>12,878,446</b>	<b>13,065,223</b>	<b>186,777</b>	<b>13,643,502</b>
Fund Balance	4,065,398	3,984,132	3,984,132	3,675,088	(309,044)	3,545,995
<b>TOTAL SOURCES</b>	<b>17,112,776</b>	<b>17,135,886</b>	<b>16,862,578</b>	<b>16,740,311</b>	<b>(122,267)</b>	<b>17,189,497</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	16,790,190	18,766,192	19,680,198	20,696,566	1,016,368	21,340,455
Services and Supplies	864,405	1,040,362	1,218,918	1,379,941	161,023	1,300,861
Other Charges	1,522,237	1,670,646	1,656,995	1,735,168	78,173	1,731,139
Fixed Assets	6,957	(1,332)	20,000		(20,000)	
<b>Gross Appropriations</b>	<b>19,183,790</b>	<b>21,475,868</b>	<b>22,576,111</b>	<b>23,811,675</b>	<b>1,235,564</b>	<b>24,372,455</b>
Intrafund Transfers			(84,281)		84,281	
<b>Net Appropriations</b>	<b>19,183,790</b>	<b>21,475,868</b>	<b>22,491,830</b>	<b>23,811,675</b>	<b>1,319,845</b>	<b>24,372,455</b>
Contingencies/Dept Reserves	2,503,414	2,147,122	2,147,122	2,018,029	(129,093)	2,018,029
<b>TOTAL REQUIREMENTS</b>	<b>21,687,204</b>	<b>23,622,990</b>	<b>24,638,952</b>	<b>25,829,704</b>	<b>1,190,752</b>	<b>26,390,484</b>
<b>NET COUNTY COST</b>	<b>4,574,428</b>	<b>6,487,104</b>	<b>7,776,374</b>	<b>9,089,393</b>	<b>1,313,019</b>	<b>9,200,987</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	128.0	129.0	129.0	129.0		129.0
Funded FTE	124.5	124.9	124.9	124.7	(0.1)	124.7

County Support of the Courts (2700B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	6,845,679	6,682,615	6,344,761	7,324,994	980,233	7,324,994
Charges for Services	2,545,067	2,027,454	2,545,791	2,236,291	(309,500)	2,236,291
Miscellaneous Revenue	325,378	678,105	750,000	731,190	(18,810)	731,190
Other Financing Sources		483,520	483,520	822,466	338,946	822,466
<b>TOTAL SOURCES</b>	<b>9,716,123</b>	<b>9,871,694</b>	<b>10,124,072</b>	<b>11,114,941</b>	<b>990,869</b>	<b>11,114,941</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	347,243	403,730	360,000	420,000	60,000	420,000
Services and Supplies	1,009,371	883,006	1,042,000	1,087,000	45,000	1,087,000
Other Charges	19,890,048	20,615,248	20,677,012	21,562,881	885,869	21,562,881
<b>TOTAL REQUIREMENTS</b>	<b>21,246,662</b>	<b>21,901,983</b>	<b>22,079,012</b>	<b>23,069,881</b>	<b>990,869</b>	<b>23,069,881</b>
<b>NET COUNTY COST</b>	<b>11,530,538</b>	<b>12,030,289</b>	<b>11,954,940</b>	<b>11,954,940</b>		<b>11,954,940</b>

Private Defender Program (2800B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	603,426	644,233	500,000	575,000	75,000	575,000
Interfund Revenue	491,953	405,945	375,000	375,000		375,000
<b>TOTAL SOURCES</b>	<b>1,095,379</b>	<b>1,050,178</b>	<b>875,000</b>	<b>950,000</b>	<b>75,000</b>	<b>950,000</b>
<b>REQUIREMENTS</b>						
Services and Supplies	14,623,141	15,208,067	15,208,067	15,816,390	608,323	16,449,046
Other Charges	923	40,651	34,315	58,642	24,327	58,642
<b>TOTAL REQUIREMENTS</b>	<b>14,624,064</b>	<b>15,248,718</b>	<b>15,242,382</b>	<b>15,875,032</b>	<b>632,650</b>	<b>16,507,688</b>
<b>NET COUNTY COST</b>	<b>13,528,685</b>	<b>14,198,540</b>	<b>14,367,382</b>	<b>14,925,032</b>	<b>557,650</b>	<b>15,557,688</b>

Sheriff's Office (3000B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,903	3,281	1,800	2,100	300	2,100
Fines, Forfeitures and Penalties	357,714	290,934	370,000	352,000	(18,000)	352,000
Intergovernmental Revenues	44,349,044	39,123,101	42,014,666	43,937,833	1,923,167	43,553,388
Charges for Services	9,236,580	8,445,640	9,136,265	9,075,153	(61,112)	9,239,866
Interfund Revenue	11,535,143	11,955,348	12,929,731	13,027,088	97,357	13,511,042
Miscellaneous Revenue	512,964	819,980	461,500	608,689	147,189	608,689
Other Financing Sources				185,000	185,000	185,000
<b>Total Revenue</b>	<b>65,993,348</b>	<b>60,638,284</b>	<b>64,913,962</b>	<b>67,187,863</b>	<b>2,273,901</b>	<b>67,452,085</b>
Fund Balance	3,544,821	3,544,821	3,544,821	5,161,476	1,616,655	5,127,471
<b>TOTAL SOURCES</b>	<b>69,538,169</b>	<b>64,183,105</b>	<b>68,458,783</b>	<b>72,349,339</b>	<b>3,890,556</b>	<b>72,579,556</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	102,639,520	107,000,339	107,525,692	112,224,778	4,699,086	114,887,641
Services and Supplies	11,757,177	10,124,013	11,764,604	14,458,674	2,694,070	13,331,741
Other Charges	16,501,089	16,893,681	17,612,937	17,869,379	256,442	17,853,899
Fixed Assets	2,366,464	508,748	1,282,757	860,150	(422,607)	710,150
Other Financing Uses	908,042	906,084	906,084	905,877	(207)	905,877
<b>Gross Appropriations</b>	<b>134,172,292</b>	<b>135,432,864</b>	<b>139,092,074</b>	<b>146,318,858</b>	<b>7,226,784</b>	<b>147,689,308</b>
Intrafund Transfers	(879,404)	(908,559)	(1,077,603)	(1,433,183)	(355,580)	(1,288,023)
<b>Net Appropriations</b>	<b>133,292,888</b>	<b>134,524,305</b>	<b>138,014,471</b>	<b>144,885,675</b>	<b>6,871,204</b>	<b>146,401,285</b>
Contingencies/Dept Reserves	887,199	887,199	887,199	2,469,849	1,582,650	2,469,849
<b>TOTAL REQUIREMENTS</b>	<b>134,180,087</b>	<b>135,411,504</b>	<b>138,901,670</b>	<b>147,355,524</b>	<b>8,453,854</b>	<b>148,871,134</b>
<b>NET COUNTY COST</b>	<b>64,641,918</b>	<b>71,228,399</b>	<b>70,442,887</b>	<b>75,006,185</b>	<b>4,563,298</b>	<b>76,291,578</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	627.0	638.0	638.0	645.0	7.0	645.0
Funded FTE	625.4	636.8	634.1	642.6	8.4	642.6

## Administrative and Support Services (3011P) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	6,225	1,739				
Intergovernmental Revenues	198,006	198,922	140,673	140,673		140,673
Charges for Services	262,699	273,984	56,900	237,100	180,200	237,100
Interfund Revenue	439,584	460,031	470,772	408,843	(61,929)	408,843
Miscellaneous Revenue	15,646	15,268	17,500	83,889	66,389	83,889
<b>Total Revenue</b>	<b>922,161</b>	<b>949,943</b>	<b>685,845</b>	<b>870,505</b>	<b>184,660</b>	<b>870,505</b>
Fund Balance	3,544,821	3,544,821	3,544,821	5,161,476	1,616,655	5,127,471
<b>TOTAL SOURCES</b>	<b>4,466,982</b>	<b>4,494,764</b>	<b>4,230,666</b>	<b>6,031,981</b>	<b>1,801,315</b>	<b>5,997,976</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,324,704	3,719,509	3,472,442	3,560,294	87,852	3,647,302
Services and Supplies	424,245	445,687	621,711	738,726	117,015	738,726
Other Charges	444,989	322,600	421,446	453,486	32,040	453,486
<b>Gross Appropriations</b>	<b>4,193,937</b>	<b>4,487,796</b>	<b>4,515,599</b>	<b>4,752,506</b>	<b>236,907</b>	<b>4,839,514</b>
Intrafund Transfers	(38,885)					
<b>Net Appropriations</b>	<b>4,155,052</b>	<b>4,487,796</b>	<b>4,515,599</b>	<b>4,752,506</b>	<b>236,907</b>	<b>4,839,514</b>
Contingencies/Dept Reserves	887,199	887,199	887,199	2,469,849	1,582,650	2,469,849
<b>TOTAL REQUIREMENTS</b>	<b>5,042,251</b>	<b>5,374,995</b>	<b>5,402,798</b>	<b>7,222,355</b>	<b>1,819,557</b>	<b>7,309,363</b>
<b>NET COUNTY COST</b>	<b>575,269</b>	<b>880,230</b>	<b>1,172,132</b>	<b>1,190,374</b>	<b>18,242</b>	<b>1,311,387</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	27.0	30.0	30.0	29.0	(1.0)	29.0
Funded FTE	27.0	29.8	28.5	28.8	0.3	28.8



Professional Standards Bureau (3013P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,903	3,281	1,800	2,100	300	2,100
Fines, Forfeitures and Penalties	60,037	27,427	40,000	40,000		40,000
Intergovernmental Revenues	1,454,917	1,419,097	1,462,640	1,446,640	(16,000)	1,446,640
Charges for Services	390,027	378,803	423,575	425,400	1,825	425,400
Interfund Revenue	455,918	370,187	393,268	233,900	(159,368)	333,900
Miscellaneous Revenue	42,303	103,979	404,000	464,000	60,000	464,000
<b>TOTAL SOURCES</b>	<b>2,405,106</b>	<b>2,302,773</b>	<b>2,725,283</b>	<b>2,612,040</b>	<b>(113,243)</b>	<b>2,712,040</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,584,405	9,056,128	10,148,065	11,011,911	863,846	10,805,530
Services and Supplies	1,153,752	1,115,260	1,390,267	1,621,398	231,131	1,621,398
Other Charges	1,394,242	1,393,513	1,513,741	1,563,010	49,269	1,563,010
Fixed Assets	39,684					
<b>Gross Appropriations</b>	<b>9,172,083</b>	<b>11,564,901</b>	<b>13,052,073</b>	<b>14,196,319</b>	<b>1,144,246</b>	<b>13,989,938</b>
Intrafund Transfers	(112,684)	(111,921)	(177,896)	(102,896)	75,000	(102,896)
<b>TOTAL REQUIREMENTS</b>	<b>9,059,399</b>	<b>11,452,980</b>	<b>12,874,177</b>	<b>14,093,423</b>	<b>1,219,246</b>	<b>13,887,042</b>
<b>NET COUNTY COST</b>	<b>6,654,294</b>	<b>9,150,207</b>	<b>10,148,894</b>	<b>11,481,383</b>	<b>1,332,489</b>	<b>11,175,002</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	55.0	62.0	62.0	71.0	9.0	71.0
Funded FTE	54.8	61.9	60.4	69.4	9.0	69.4

Sheriff's Forensic Laboratory (3017P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	2,677,509	2,322,529	2,628,007	2,533,914	(94,093)	2,533,914
Charges for Services	1,461,883	1,370,991	1,380,000	1,622,620	242,620	1,627,234
Interfund Revenue	644,912	588,106	616,043	634,846	18,803	754,162
Miscellaneous Revenue	128	960				
<b>TOTAL SOURCES</b>	<b>4,784,431</b>	<b>4,282,585</b>	<b>4,624,050</b>	<b>4,791,380</b>	<b>167,330</b>	<b>4,915,310</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,756,197	3,880,909	4,216,546	4,249,705	33,159	4,383,574
Services and Supplies	682,058	676,553	528,936	756,881	227,945	756,881
Other Charges	516,776	552,481	548,125	593,759	45,634	593,759
Fixed Assets	226,275	113,770	307,825	256,150	(51,675)	256,150
Other Financing Uses	905,321	906,084	906,084	905,877	(207)	905,877
<b>TOTAL REQUIREMENTS</b>	<b>6,086,628</b>	<b>6,129,796</b>	<b>6,507,516</b>	<b>6,762,372</b>	<b>254,856</b>	<b>6,896,241</b>
<b>NET COUNTY COST</b>	<b>1,302,196</b>	<b>1,847,211</b>	<b>1,883,466</b>	<b>1,970,992</b>	<b>87,526</b>	<b>1,980,931</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	32.0	32.0	32.0	31.0	(1.0)	31.0
Funded FTE	32.0	32.0	32.0	31.0	(1.0)	31.0

Patrol Bureau (3051P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	291,452	261,767	300,000	282,000	(18,000)	282,000
Intergovernmental Revenues	8,039,508	7,782,463	8,161,459	8,176,578	15,119	8,176,578
Charges for Services	5,022,404	5,042,681	4,984,184	5,547,811	563,627	5,681,268
Miscellaneous Revenue	133,485	250,992	25,000	40,800	15,800	40,800
<b>TOTAL SOURCES</b>	<b>13,486,849</b>	<b>13,337,904</b>	<b>13,470,643</b>	<b>14,047,189</b>	<b>576,546</b>	<b>14,180,646</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	20,456,160	19,247,055	19,707,408	20,640,873	933,465	21,215,258
Services and Supplies	699,594	810,670	903,851	908,570	4,719	908,570
Other Charges	2,326,244	2,241,412	2,431,578	2,374,169	(57,409)	2,374,169
Fixed Assets	11,366					
Other Financing Uses	2,721					
<b>TOTAL REQUIREMENTS</b>	<b>23,496,086</b>	<b>22,299,138</b>	<b>23,042,837</b>	<b>23,923,612</b>	<b>880,775</b>	<b>24,497,997</b>
<b>NET COUNTY COST</b>	<b>10,009,237</b>	<b>8,961,234</b>	<b>9,572,194</b>	<b>9,876,423</b>	<b>304,229</b>	<b>10,317,351</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	106.0	103.0	103.0	103.0		103.0
Funded FTE	106.0	103.0	103.0	102.8	(0.2)	102.8

Investigations Bureau (3053P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties			30,000	30,000		30,000
Intergovernmental Revenues	8,155,299	7,739,149	8,269,462	8,072,172	(197,290)	8,019,384
Charges for Services		1,100				
Interfund Revenue	580,583	742,696	612,304	692,051	79,747	704,971
Miscellaneous Revenue	60,121	71,682				
<b>TOTAL SOURCES</b>	<b>8,796,003</b>	<b>8,554,627</b>	<b>8,911,766</b>	<b>8,794,223</b>	<b>(117,543)</b>	<b>8,754,355</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,564,747	10,347,555	10,412,099	10,900,724	488,625	11,118,083
Services and Supplies	1,933,450	1,200,448	1,493,248	1,294,454	(198,794)	1,252,149
Other Charges	1,064,234	1,263,118	1,400,253	1,379,103	(21,150)	1,379,103
Fixed Assets	518,443	101,197	80,860	62,000	(18,860)	62,000
<b>Gross Appropriations</b>	<b>13,080,875</b>	<b>12,912,318</b>	<b>13,386,460</b>	<b>13,636,281</b>	<b>249,821</b>	<b>13,811,335</b>
Intrafund Transfers		(35,000)				
<b>TOTAL REQUIREMENTS</b>	<b>13,080,875</b>	<b>12,877,318</b>	<b>13,386,460</b>	<b>13,636,281</b>	<b>249,821</b>	<b>13,811,335</b>
<b>NET COUNTY COST</b>	<b>4,284,871</b>	<b>4,322,691</b>	<b>4,474,694</b>	<b>4,842,058</b>	<b>367,364</b>	<b>5,056,980</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	57.0	60.0	60.0	60.0		60.0
Funded FTE	55.0	60.0	60.0	60.0		60.0

Office of Emergency Services (3055P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	6,527,297	2,199,186	3,529,927	4,560,391	1,030,464	4,403,419
Charges for Services	68,230	76,333	85,500	52,500	(33,000)	52,500
Miscellaneous Revenue	4,506	2,998				
Other Financing Sources				185,000	185,000	185,000
<b>TOTAL SOURCES</b>	<b>6,600,034</b>	<b>2,278,517</b>	<b>3,615,427</b>	<b>4,797,891</b>	<b>1,182,464</b>	<b>4,640,919</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,130,680	2,273,689	1,839,037	1,962,119	123,082	2,012,057
Services and Supplies	3,022,474	1,339,099	1,535,655	2,941,702	1,406,047	2,898,672
Other Charges	1,052,871	1,074,485	768,252	786,781	18,529	786,781
Fixed Assets	1,553,308	281,809	894,072	542,000	(352,072)	392,000
<b>Gross Appropriations</b>	<b>7,759,332</b>	<b>4,969,083</b>	<b>5,037,016</b>	<b>6,232,602</b>	<b>1,195,586</b>	<b>6,089,510</b>
Intrafund Transfers	(7,031)					
<b>TOTAL REQUIREMENTS</b>	<b>7,752,302</b>	<b>4,969,083</b>	<b>5,037,016</b>	<b>6,232,602</b>	<b>1,195,586</b>	<b>6,089,510</b>
<b>NET COUNTY COST</b>	<b>1,152,268</b>	<b>2,690,566</b>	<b>1,421,589</b>	<b>1,434,711</b>	<b>13,122</b>	<b>1,448,591</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	12.0	11.0	11.0	11.0		11.0
Funded FTE	11.9	11.0	11.1	11.0	(0.1)	11.0

Maguire Correctional Facility (3101P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	13,414,320	13,489,986	13,161,689	14,163,770	1,002,081	14,901,003
Charges for Services	936,811	216,151	1,000,000	128,000	(872,000)	154,642
Interfund Revenue	88,462			243,821	243,821	243,821
Miscellaneous Revenue	166,643	290,140				
<b>TOTAL SOURCES</b>	<b>14,606,236</b>	<b>13,996,277</b>	<b>14,161,689</b>	<b>14,535,591</b>	<b>373,902</b>	<b>15,299,466</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	36,308,021	36,943,497	36,176,930	37,774,699	1,597,769	38,916,507
Services and Supplies	1,039,100	1,293,922	1,218,133	1,257,913	39,780	1,257,913
Other Charges	7,745,340	8,238,053	8,158,461	8,693,983	535,522	8,693,983
Fixed Assets	17,387	6,349				
<b>TOTAL REQUIREMENTS</b>	<b>45,109,848</b>	<b>46,481,820</b>	<b>45,553,524</b>	<b>47,726,595</b>	<b>2,173,071</b>	<b>48,868,403</b>
<b>NET COUNTY COST</b>	<b>30,503,613</b>	<b>32,485,543</b>	<b>31,391,835</b>	<b>33,191,004</b>	<b>1,799,169</b>	<b>33,568,937</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	226.0	226.0	226.0	226.0		226.0
Funded FTE	227.0	225.6	225.6	225.6	(0.0)	225.6

Custody Programs (3150P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	2,235,159	2,351,145	2,980,838	3,163,724	182,886	2,251,806
Charges for Services	968,075	977,506	956,650	996,150	39,500	996,150
Miscellaneous Revenue	51,725	60,047	15,000	20,000	5,000	20,000
<b>TOTAL SOURCES</b>	<b>3,254,959</b>	<b>3,388,698</b>	<b>3,952,488</b>	<b>4,179,874</b>	<b>227,386</b>	<b>3,267,956</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,192,849	7,478,519	6,785,203	7,104,998	319,795	7,314,361
Services and Supplies	238,674	486,521	1,078,700	1,886,002	807,302	844,404
Other Charges	1,355,785	1,197,619	1,638,157	1,319,958	(318,199)	1,304,478
Fixed Assets		5,623				
<b>Gross Appropriations</b>	<b>8,787,308</b>	<b>9,168,282</b>	<b>9,502,060</b>	<b>10,310,958</b>	<b>808,898</b>	<b>9,463,243</b>
Intrafund Transfers	(130,000)		(209,580)	(640,160)	(430,580)	(495,000)
<b>TOTAL REQUIREMENTS</b>	<b>8,657,308</b>	<b>9,168,282</b>	<b>9,292,480</b>	<b>9,670,798</b>	<b>378,318</b>	<b>8,968,243</b>
<b>NET COUNTY COST</b>	<b>5,402,349</b>	<b>5,779,584</b>	<b>5,339,992</b>	<b>5,490,924</b>	<b>150,932</b>	<b>5,700,287</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	37.0	37.0	37.0	37.0		37.0
Funded FTE	37.0	37.0	37.0	37.0		37.0

Court and Security Services (3158P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	1,647,030	1,620,626	1,679,971	1,679,971		1,679,971
Charges for Services	126,451	108,092	249,456	65,572	(183,884)	65,572
Interfund Revenue	9,325,683	9,794,328	10,837,344	10,813,627	(23,717)	11,065,345
Miscellaneous Revenue	38,406	23,914				
<b>TOTAL SOURCES</b>	<b>11,137,570</b>	<b>11,546,960</b>	<b>12,766,771</b>	<b>12,559,170</b>	<b>(207,601)</b>	<b>12,810,888</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	13,321,757	14,053,478	14,767,962	15,019,455	251,493	15,474,969
Services and Supplies	2,563,829	2,755,854	2,994,103	3,053,028	58,925	3,053,028
Other Charges	600,608	610,398	732,924	705,130	(27,794)	705,130
<b>Gross Appropriations</b>	<b>16,486,195</b>	<b>17,419,731</b>	<b>18,494,989</b>	<b>18,777,613</b>	<b>282,624</b>	<b>19,233,127</b>
Intrafund Transfers	(590,804)	(761,638)	(690,127)	(690,127)		(690,127)
<b>TOTAL REQUIREMENTS</b>	<b>15,895,391</b>	<b>16,658,093</b>	<b>17,804,862</b>	<b>18,087,486</b>	<b>282,624</b>	<b>18,543,000</b>
<b>NET COUNTY COST</b>	<b>4,757,821</b>	<b>5,111,133</b>	<b>5,038,091</b>	<b>5,528,316</b>	<b>490,225</b>	<b>5,732,112</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	75.0	77.0	77.0	77.0		77.0
Funded FTE	74.8	76.5	76.5	77.0	0.5	77.0



Probation Department (3200B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	12,139	42,767	36,300	51,300	15,000	51,300
Intergovernmental Revenues	30,870,506	30,540,502	30,528,495	30,853,165	324,670	31,392,210
Charges for Services	1,351,451	1,753,803	1,324,200	1,745,600	421,400	1,745,600
Miscellaneous Revenue	186,239	67,506	148,700	91,500	(57,200)	91,500
Other Financing Sources	230,000					
<b>Total Revenue</b>	<b>32,650,336</b>	<b>32,404,578</b>	<b>32,037,695</b>	<b>32,741,565</b>	<b>703,870</b>	<b>33,280,610</b>
Fund Balance	3,202,982	2,717,501	2,717,501	2,289,169	(428,332)	2,289,169
<b>TOTAL SOURCES</b>	<b>35,853,318</b>	<b>35,122,079</b>	<b>34,755,196</b>	<b>35,030,734</b>	<b>275,538</b>	<b>35,569,779</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	50,020,250	51,925,112	51,914,372	53,946,451	2,032,079	55,432,121
Services and Supplies	13,164,155	11,700,584	12,321,904	23,610,350	11,288,446	23,396,350
Other Charges	8,236,190	13,390,727	13,300,484	16,267,376	2,966,892	16,187,272
Fixed Assets	39,790		55,000	45,000	(10,000)	45,000
<b>Gross Appropriations</b>	<b>71,460,386</b>	<b>77,016,422</b>	<b>77,591,760</b>	<b>93,869,177</b>	<b>16,277,417</b>	<b>95,060,743</b>
Intrafund Transfers	(7,397,690)	(8,405,106)	(8,858,573)	(19,910,727)	(11,052,154)	(19,636,727)
<b>Net Appropriations</b>	<b>64,062,696</b>	<b>68,611,317</b>	<b>68,733,187</b>	<b>73,958,450</b>	<b>5,225,263</b>	<b>75,424,016</b>
Contingencies/Dept Reserves	419,908	258,910	258,910		(258,910)	
<b>TOTAL REQUIREMENTS</b>	<b>64,482,604</b>	<b>68,870,227</b>	<b>68,992,097</b>	<b>73,958,450</b>	<b>4,966,353</b>	<b>75,424,016</b>
<b>NET COUNTY COST</b>	<b>28,629,286</b>	<b>33,748,148</b>	<b>34,236,901</b>	<b>38,927,716</b>	<b>4,690,815</b>	<b>39,854,237</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	465.0	466.0	466.0	463.0	(3.0)	456.0
Funded FTE	457.6	459.1	459.1	453.6	(5.5)	446.6

# Administrative Services (3211P)

## General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	1,414,893	1,136,489	1,370,073	360,046	(1,010,027)	360,046
Charges for Services	572	350				
Miscellaneous Revenue	5,240	4,328	51,300	5,000	(46,300)	5,000
<b>Total Revenue</b>	<b>1,420,705</b>	<b>1,141,166</b>	<b>1,421,373</b>	<b>365,046</b>	<b>(1,056,327)</b>	<b>365,046</b>
Fund Balance	3,202,982	2,717,501	2,717,501	777,963	(1,939,538)	597,739
<b>TOTAL SOURCES</b>	<b>4,623,687</b>	<b>3,858,667</b>	<b>4,138,874</b>	<b>1,143,009</b>	<b>(2,995,865)</b>	<b>962,785</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,056,067	2,966,472	3,331,708	4,081,385	749,677	3,973,708
Services and Supplies	988,639	577,230	803,315	1,522,168	718,853	1,308,168
Other Charges	1,178,857	1,570,366	1,440,729	1,369,165	(71,564)	1,225,556
Fixed Assets			55,000		(55,000)	
<b>Gross Appropriations</b>	<b>5,223,563</b>	<b>5,114,068</b>	<b>5,630,752</b>	<b>6,972,718</b>	<b>1,341,966</b>	<b>6,507,432</b>
Intrafund Transfers		(1,465,705)		(5,752,691)	(5,752,691)	(5,478,691)
<b>Net Appropriations</b>	<b>5,223,563</b>	<b>3,648,363</b>	<b>5,630,752</b>	<b>1,220,027</b>	<b>(4,410,725)</b>	<b>1,028,741</b>
Contingencies/Dept Reserves	419,908	258,910	258,910		(258,910)	
<b>TOTAL REQUIREMENTS</b>	<b>5,643,471</b>	<b>3,907,273</b>	<b>5,889,662</b>	<b>1,220,027</b>	<b>(4,669,635)</b>	<b>1,028,741</b>
<b>NET COUNTY COST</b>	<b>1,019,784</b>	<b>48,606</b>	<b>1,750,788</b>	<b>77,018</b>	<b>(1,673,770)</b>	<b>65,956</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	21.0	21.0	21.0	21.0		19.0
Funded FTE	21.0	21.0	21.0	21.0		19.0

Adult Supervision and Court Services (3227P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	11,908	11,926	9,000	11,500	2,500	11,500
Intergovernmental Revenues	5,844,868	5,967,517	6,033,264	6,153,264	120,000	6,271,919
Charges for Services	869,165	1,095,943	634,200	1,070,300	436,100	1,070,300
Miscellaneous Revenue	44,468	25,656	56,000	32,000	(24,000)	32,000
<b>TOTAL SOURCES</b>	<b>6,770,409</b>	<b>7,101,041</b>	<b>6,732,464</b>	<b>7,267,064</b>	<b>534,600</b>	<b>7,385,719</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	15,889,671	16,504,024	16,642,846	17,194,998	552,152	17,553,391
Services and Supplies	3,587,733	2,800,828	2,933,811	6,648,357	3,714,546	6,648,357
Other Charges	1,265,499	1,599,049	1,387,292	1,700,836	313,544	1,700,836
Fixed Assets				22,500	22,500	22,500
<b>Gross Appropriations</b>	<b>20,742,903</b>	<b>20,903,901</b>	<b>20,963,949</b>	<b>25,566,691</b>	<b>4,602,742</b>	<b>25,925,084</b>
Intrafund Transfers	(3,410,898)	(1,952,556)	(3,848,333)	(5,750,950)	(1,902,617)	(5,750,950)
<b>TOTAL REQUIREMENTS</b>	<b>17,332,005</b>	<b>18,951,345</b>	<b>17,115,616</b>	<b>19,815,741</b>	<b>2,700,125</b>	<b>20,174,134</b>
<b>NET COUNTY COST</b>	<b>10,561,596</b>	<b>11,850,304</b>	<b>10,383,152</b>	<b>12,548,677</b>	<b>2,165,525</b>	<b>12,788,415</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	159.0	144.0	144.0	144.0		141.0
Funded FTE	156.4	142.0	142.0	140.9	(1.1)	137.9

# Juvenile Supervision and Court Services (3253P) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	231	30,841	27,300	39,800	12,500	39,800
Intergovernmental Revenues	14,975,411	14,109,446	14,131,174	14,050,322	(80,852)	14,348,743
Charges for Services	43,121	58,286	66,500	57,800	(8,700)	57,800
Miscellaneous Revenue	74,843	13,460	2,900	21,000	18,100	21,000
<b>TOTAL SOURCES</b>	<b>15,093,606</b>	<b>14,212,032</b>	<b>14,227,874</b>	<b>14,168,922</b>	<b>(58,952)</b>	<b>14,467,343</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	15,452,715	16,263,428	16,567,921	17,393,906	825,985	17,926,204
Services and Supplies	5,940,557	4,510,938	4,959,266	8,757,784	3,798,518	8,757,784
Other Charges	1,627,902	2,267,850	2,272,477	2,714,017	441,540	2,714,017
Fixed Assets				22,500	22,500	22,500
<b>Gross Appropriations</b>	<b>23,021,174</b>	<b>23,042,216</b>	<b>23,799,664</b>	<b>28,888,207</b>	<b>5,088,543</b>	<b>29,420,505</b>
Intrafund Transfers	(3,416,300)	(4,427,499)	(4,450,675)	(7,403,691)	(2,953,016)	(7,403,691)
<b>TOTAL REQUIREMENTS</b>	<b>19,604,874</b>	<b>18,614,717</b>	<b>19,348,989</b>	<b>21,484,516</b>	<b>2,135,527</b>	<b>22,016,814</b>
<b>NET COUNTY COST</b>	<b>4,511,268</b>	<b>4,402,685</b>	<b>5,121,115</b>	<b>7,315,594</b>	<b>2,194,479</b>	<b>7,549,471</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	135.0	151.0	151.0	151.0		150.0
Funded FTE	132.2	145.0	145.0	145.7	0.7	144.7

Institutions Services (3283P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	8,635,335	9,327,051	8,993,984	10,289,533	1,295,549	10,411,502
Charges for Services	438,594	599,224	623,500	617,500	(6,000)	617,500
Miscellaneous Revenue	61,688	24,062	38,500	33,500	(5,000)	33,500
Other Financing Sources	230,000					
<b>Total Revenue</b>	<b>9,365,617</b>	<b>9,950,337</b>	<b>9,655,984</b>	<b>10,940,533</b>	<b>1,284,549</b>	<b>11,062,502</b>
Fund Balance				1,511,206	1,511,206	1,691,430
<b>TOTAL SOURCES</b>	<b>9,365,617</b>	<b>9,950,337</b>	<b>9,655,984</b>	<b>12,451,739</b>	<b>2,795,755</b>	<b>12,753,932</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	15,621,796	16,191,188	15,371,897	15,276,162	(95,735)	15,978,818
Services and Supplies	2,647,226	3,811,588	3,625,512	6,682,041	3,056,529	6,682,041
Other Charges	4,163,932	7,953,461	8,199,986	10,483,358	2,283,372	10,546,863
Fixed Assets	39,790					
<b>Gross Appropriations</b>	<b>22,472,745</b>	<b>27,956,237</b>	<b>27,197,395</b>	<b>32,441,561</b>	<b>5,244,166</b>	<b>33,207,722</b>
Intrafund Transfers	(570,492)	(559,346)	(559,565)	(1,003,395)	(443,830)	(1,003,395)
<b>TOTAL REQUIREMENTS</b>	<b>21,902,253</b>	<b>27,396,892</b>	<b>26,637,830</b>	<b>31,438,166</b>	<b>4,800,336</b>	<b>32,204,327</b>
<b>NET COUNTY COST</b>	<b>12,536,636</b>	<b>17,446,554</b>	<b>16,981,846</b>	<b>18,986,427</b>	<b>2,004,581</b>	<b>19,450,395</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	150.0	150.0	150.0	147.0	(3.0)	146.0
Funded FTE	147.9	151.2	151.2	146.0	(5.1)	145.0

Coroner's Office (3300B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	11,206	10,917	11,100	11,200	100	11,200
Intergovernmental Revenues	515,344	507,082	525,651	525,651		525,651
Charges for Services	157,813	171,702	168,500	190,000	21,500	190,000
Miscellaneous Revenue	12,918	9,999	8,500	7,500	(1,000)	7,500
<b>Total Revenue</b>	<b>697,281</b>	<b>699,700</b>	<b>713,751</b>	<b>734,351</b>	<b>20,600</b>	<b>734,351</b>
Fund Balance	179,676	169,077	169,077	285,590	116,513	285,590
<b>TOTAL SOURCES</b>	<b>876,957</b>	<b>868,777</b>	<b>882,828</b>	<b>1,019,941</b>	<b>137,113</b>	<b>1,019,941</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,741,984	1,806,073	1,748,385	1,858,121	109,736	1,915,096
Services and Supplies	555,075	563,016	672,905	712,645	39,740	712,645
Other Charges	229,400	239,809	255,436	283,682	28,246	283,682
Fixed Assets	50,395			10,000	10,000	10,000
<b>Net Appropriations</b>	<b>2,576,854</b>	<b>2,608,898</b>	<b>2,676,726</b>	<b>2,864,448</b>	<b>187,722</b>	<b>2,921,423</b>
Contingencies/Dept Reserves	103,180	92,581	92,581	209,094	116,513	175,791
<b>TOTAL REQUIREMENTS</b>	<b>2,680,034</b>	<b>2,701,479</b>	<b>2,769,307</b>	<b>3,073,542</b>	<b>304,235</b>	<b>3,097,214</b>
<b>NET COUNTY COST</b>	<b>1,803,077</b>	<b>1,832,702</b>	<b>1,886,479</b>	<b>2,053,601</b>	<b>167,122</b>	<b>2,077,273</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	15.0	15.0	15.0		15.0

Real Property Services (1220B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	258,610	229,384	361,041	250,213	(110,828)	250,213
Charges for Services	106,492	31,620	50,000	50,000		50,000
Interfund Revenue	2,440,773	2,343,961	2,444,897	2,416,387	(28,510)	2,416,387
Miscellaneous Revenue	20,136	14,564				
<b>Total Revenue</b>	<b>2,826,011</b>	<b>2,619,529</b>	<b>2,855,938</b>	<b>2,716,600</b>	<b>(139,338)</b>	<b>2,716,600</b>
Fund Balance	136,800	50,712	50,712	122,564	71,852	65,712
<b>TOTAL SOURCES</b>	<b>2,962,811</b>	<b>2,670,241</b>	<b>2,906,650</b>	<b>2,839,164</b>	<b>(67,486)</b>	<b>2,782,312</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	614,925	449,996	535,168	579,032	43,864	589,385
Services and Supplies	99,177	8,056	215,823	272,675	56,852	215,823
Other Charges	11,464,003	13,899,015	13,205,566	13,530,885	325,319	13,530,885
<b>Gross Appropriations</b>	<b>12,178,104</b>	<b>14,357,067</b>	<b>13,956,557</b>	<b>14,382,592</b>	<b>426,035</b>	<b>14,336,093</b>
Intrafund Transfers	(9,237,867)	(11,763,488)	(11,100,619)	(11,609,140)	(508,521)	(11,619,493)
<b>Net Appropriations</b>	<b>2,940,238</b>	<b>2,593,579</b>	<b>2,855,938</b>	<b>2,773,452</b>	<b>(82,486)</b>	<b>2,716,600</b>
Contingencies/Dept Reserves	38,096	50,712	50,712	65,712	15,000	65,712
<b>TOTAL REQUIREMENTS</b>	<b>2,978,334</b>	<b>2,644,291</b>	<b>2,906,650</b>	<b>2,839,164</b>	<b>(67,486)</b>	<b>2,782,312</b>
<b>NET COUNTY COST</b>	<b>15,522</b>	<b>(25,950)</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	3.0	4.0	4.0	4.0		4.0
Funded FTE	3.0	4.0	4.0	4.0		4.0

Public Safety Communications (1240B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	2,584,901	2,540,786	2,977,439	2,662,439	(315,000)	2,669,788
Charges for Services	3,702,805	3,743,090	3,671,864	3,838,190	166,326	3,941,360
Interfund Revenue	21,202	10,071	22,979	7,785	(15,194)	7,785
Miscellaneous Revenue	119,608	103,946	119,000	106,000	(13,000)	106,000
<b>Total Revenue</b>	<b>6,428,516</b>	<b>6,397,894</b>	<b>6,791,282</b>	<b>6,614,414</b>	<b>(176,868)</b>	<b>6,724,933</b>
Fund Balance		524,930	524,930	275,989	(248,941)	275,989
<b>TOTAL SOURCES</b>	<b>6,428,516</b>	<b>6,922,824</b>	<b>7,316,212</b>	<b>6,890,403</b>	<b>(425,809)</b>	<b>7,000,922</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,787,760	7,488,230	7,419,825	7,631,440	211,615	7,778,537
Services and Supplies	394,113	485,484	489,393	550,308	60,915	567,581
Other Charges	416,506	460,377	434,793	446,331	11,538	458,680
Fixed Assets		5,233	568,000	45,000	(523,000)	
<b>Gross Appropriations</b>	<b>7,598,379</b>	<b>8,439,324</b>	<b>8,912,011</b>	<b>8,673,079</b>	<b>(238,932)</b>	<b>8,804,798</b>
Intrafund Transfers	(159,003)	(155,617)	(149,657)	(154,609)	(4,952)	(154,609)
<b>Net Appropriations</b>	<b>7,439,376</b>	<b>8,283,707</b>	<b>8,762,354</b>	<b>8,518,470</b>	<b>(243,884)</b>	<b>8,650,189</b>
Contingencies/Dept Reserves		223,969	223,969	275,989	52,020	275,989
<b>TOTAL REQUIREMENTS</b>	<b>7,439,376</b>	<b>8,507,676</b>	<b>8,986,323</b>	<b>8,794,459</b>	<b>(191,864)</b>	<b>8,926,178</b>
<b>NET COUNTY COST</b>	<b>1,010,860</b>	<b>1,584,852</b>	<b>1,670,111</b>	<b>1,904,056</b>	<b>233,945</b>	<b>1,925,256</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	58.0	58.0	58.0	58.0		58.0
Funded FTE	56.0	56.0	56.0	56.2	0.2	56.2



Environmental Services Administration (3500B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	158					
<b>TOTAL SOURCES</b>	158					
<b>REQUIREMENTS</b>						
Salaries and Benefits	285,580	(105)				
Services and Supplies	5,960					
Other Charges	15,726					
<b>TOTAL REQUIREMENTS</b>	307,265	(105)				
<b>NET COUNTY COST</b>	307,108	(105)				

Structural Fire (3550B)  
Structural Fire Protection Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	4,460,662	4,712,114	4,640,912	4,894,217	253,305	4,894,217
Use of Money and Property	110,322	97,256	32,000	32,000		32,000
Intergovernmental Revenues	38,368	48,382	39,748	39,748		39,748
Charges for Services	172,467	360,884	345,000	345,000		345,000
Interfund Revenue	940,178	915,000	915,000	915,000		915,000
Miscellaneous Revenue	194,705	77,794	49,000	359,457	310,457	49,000
<b>Total Revenue</b>	<b>5,916,703</b>	<b>6,211,430</b>	<b>6,021,660</b>	<b>6,585,422</b>	<b>563,762</b>	<b>6,274,965</b>
Fund Balance	166,507	166,507	166,507	213,175	46,668	590,705
<b>TOTAL SOURCES</b>	<b>6,083,210</b>	<b>6,377,937</b>	<b>6,188,167</b>	<b>6,798,597</b>	<b>610,430</b>	<b>6,865,670</b>
<b>REQUIREMENTS</b>						
Services and Supplies	5,916,703	6,164,763	5,890,846	6,207,892	317,046	5,897,435
<b>Net Appropriations</b>	<b>5,916,703</b>	<b>6,164,763</b>	<b>5,890,846</b>	<b>6,207,892</b>	<b>317,046</b>	<b>5,897,435</b>
Non-General Fund Reserves	166,507	213,175	297,321	590,705	293,384	968,235
<b>TOTAL REQUIREMENTS</b>	<b>6,083,210</b>	<b>6,377,938</b>	<b>6,188,167</b>	<b>6,798,597</b>	<b>610,430</b>	<b>6,865,670</b>

County Service Area #1 (3560B)  
County Service Area #1 Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	1,809,729	1,929,646	1,967,657	2,011,935	44,278	2,103,984
Use of Money and Property	53,105	57,576	35,000	35,000		35,000
Intergovernmental Revenues	13,990	13,646	14,000	14,000		14,000
Charges for Services	92,183	92,183	93,000	93,000		93,000
<b>Total Revenue</b>	<b>1,969,006</b>	<b>2,093,050</b>	<b>2,109,657</b>	<b>2,153,935</b>	<b>44,278</b>	<b>2,245,984</b>
Fund Balance	844,343	909,574	909,574	1,098,235	188,661	1,182,282
<b>TOTAL SOURCES</b>	<b>2,813,349</b>	<b>3,002,624</b>	<b>3,019,231</b>	<b>3,252,170</b>	<b>232,939</b>	<b>3,428,266</b>
<b>REQUIREMENTS</b>						
Services and Supplies	1,903,721	1,864,681	2,032,667	2,041,189	8,522	2,056,189
Other Charges	53	68	193	199	6	199
Fixed Assets		39,641	25,000	28,500	3,500	25,000
<b>Net Appropriations</b>	<b>1,903,774</b>	<b>1,904,390</b>	<b>2,057,860</b>	<b>2,069,888</b>	<b>12,028</b>	<b>2,081,388</b>
Non-General Fund Reserves	909,575	1,098,235	961,371	1,182,282	220,911	1,346,878
<b>TOTAL REQUIREMENTS</b>	<b>2,813,349</b>	<b>3,002,625</b>	<b>3,019,231</b>	<b>3,252,170</b>	<b>232,939</b>	<b>3,428,266</b>

Local Agency Formation Commission (3570B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	1,265					
Intergovernmental Revenues	153,200	186,689	205,220	192,444	(12,776)	194,534
Charges for Services	21,634	19,068	25,000	25,000		25,000
Interfund Revenue			160	160		160
<b>Total Revenue</b>	<b>176,099</b>	<b>205,757</b>	<b>230,380</b>	<b>217,604</b>	<b>(12,776)</b>	<b>219,694</b>
Fund Balance	6,335	59,101	59,101	91,609	32,508	91,609
<b>TOTAL SOURCES</b>	<b>182,434</b>	<b>264,858</b>	<b>289,481</b>	<b>309,213</b>	<b>19,732</b>	<b>311,303</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	179,132	194,890	188,672	205,077	16,405	208,211
Services and Supplies	14,604	46,467	113,170	89,401	(23,769)	89,401
Other Charges	15,961	30,846	61,789	55,332	(6,457)	55,332
<b>Gross Appropriations</b>	<b>209,698</b>	<b>272,203</b>	<b>363,631</b>	<b>349,810</b>	<b>(13,821)</b>	<b>352,944</b>
Intrafund Transfers	(71,555)	(102,610)	(102,611)	(96,222)	6,389	(97,266)
<b>Net Appropriations</b>	<b>138,143</b>	<b>169,593</b>	<b>261,020</b>	<b>253,588</b>	<b>(7,432)</b>	<b>255,678</b>
Contingencies/Dept Reserves	44,291	95,265	28,461	55,625	27,164	55,625
<b>TOTAL REQUIREMENTS</b>	<b>182,434</b>	<b>264,858</b>	<b>289,481</b>	<b>309,213</b>	<b>19,732</b>	<b>311,303</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 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Interfund Revenue	5,916,688	6,164,763	5,890,846	6,207,892	317,046	5,897,435
Miscellaneous Revenue		573				
<b>TOTAL SOURCES</b>	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,548	108	1,552	1,552		1,552
Services and Supplies	5,676,995	5,909,447	5,592,994	5,706,329	113,335	5,706,329
Other Charges	187,805	198,579	196,300	189,554	(6,746)	189,554
Fixed Assets	50,340	57,202	100,000	310,457	210,457	
<b>TOTAL REQUIREMENTS</b>	5,916,688	6,165,336	5,890,846	6,207,892	317,046	5,897,435

County Library (3700B)  
County Library Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	15,700,266	16,770,972	15,034,524	16,473,874	1,439,350	16,340,164
Use of Money and Property	339,895	340,979	208,817	334,103	125,286	334,096
Intergovernmental Revenues	789,970	697,069	652,464	664,471	12,007	652,791
Charges for Services	666,756	722,505	608,000	643,000	35,000	643,000
Interfund Revenue	138,242	145,570	145,570	150,158	4,588	150,158
Miscellaneous Revenue	438,831	478,841	401,261	365,778	(35,483)	365,778
<b>Total Revenue</b>	<b>18,073,960</b>	<b>19,155,937</b>	<b>17,050,636</b>	<b>18,631,384</b>	<b>1,580,748</b>	<b>18,485,987</b>
Fund Balance	7,888,800	8,310,727	8,310,727	9,950,614	1,639,887	9,950,614
<b>TOTAL SOURCES</b>	<b>25,962,760</b>	<b>27,466,664</b>	<b>25,361,363</b>	<b>28,581,998</b>	<b>3,220,635</b>	<b>28,436,601</b>

<b>REQUIREMENTS</b>						
Salaries and Benefits	10,753,176	11,078,141	11,589,839	11,946,835	356,996	12,176,537
Services and Supplies	13,198,315	12,125,246	14,514,340	13,944,618	(569,722)	13,069,173
Other Charges	1,150,872	1,098,894	1,258,192	1,270,413	12,221	1,282,543
Fixed Assets	133,296	45,501	490,000	490,000		375,000
<b>Gross Appropriations</b>	<b>25,235,657</b>	<b>24,347,783</b>	<b>27,852,371</b>	<b>27,651,866</b>	<b>(200,505)</b>	<b>26,903,253</b>
Intrafund Transfers	(7,583,625)	(6,831,733)	(8,842,710)	(8,427,100)	415,610	(8,194,288)
<b>Net Appropriations</b>	<b>17,652,032</b>	<b>17,516,050</b>	<b>19,009,661</b>	<b>19,224,766</b>	<b>215,105</b>	<b>18,708,965</b>
Contingencies/Dept Reserves	7,460,727	9,000,314	5,401,402	5,060,132	(341,270)	5,592,536
Non-General Fund Reserves	850,000	950,300	950,300	4,297,100	3,346,800	4,135,100
<b>TOTAL REQUIREMENTS</b>	<b>25,962,759</b>	<b>27,466,664</b>	<b>25,361,363</b>	<b>28,581,998</b>	<b>3,220,635</b>	<b>28,436,601</b>

**AUTHORIZED POSITIONS**

Salary Resolution	128.0	128.0	128.0	130.0	2.0	130.0
Funded FTE	112.9	112.8	112.8	112.8	(0.1)	112.8

Planning and Building (3800B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	3,857,371	3,254,786	3,581,034	3,088,000	(493,034)	3,088,000
Fines, Forfeitures and Penalties	17,297	16,252	20,000	12,000	(8,000)	12,000
Intergovernmental Revenues	57,909		57,909	30,000	(27,909)	30,000
Charges for Services	2,389,966	2,144,004	2,295,099	2,109,990	(185,109)	2,109,990
Interfund Revenue	330,296	119,398	94,700	94,700		94,700
Miscellaneous Revenue	427,927	628,267	803,270	408,077	(395,193)	121,700
<b>Total Revenue</b>	<b>7,080,766</b>	<b>6,162,707</b>	<b>6,852,012</b>	<b>5,742,767</b>	<b>(1,109,245)</b>	<b>5,456,390</b>
Fund Balance	4,303,422	4,996,734	4,996,734	5,610,489	613,755	5,526,540
<b>TOTAL SOURCES</b>	<b>11,384,188</b>	<b>11,159,441</b>	<b>11,848,746</b>	<b>11,353,256</b>	<b>(495,490)</b>	<b>10,982,930</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,470,654	5,722,044	6,406,313	6,438,220	31,907	6,606,174
Services and Supplies	4,816,072	4,097,048	5,492,792	4,551,840	(940,952)	4,878,454
Other Charges	824,502	896,194	929,325	924,687	(4,638)	861,013
Fixed Assets		12,537				
Other Financing Uses	754,239	(46)				
<b>Gross Appropriations</b>	<b>11,865,468</b>	<b>10,727,778</b>	<b>12,828,430</b>	<b>11,914,747</b>	<b>(913,683)</b>	<b>12,345,641</b>
Intrafund Transfers	(3,133,574)	(2,993,633)	(2,990,846)	(2,539,600)	451,246	(3,388,791)
<b>Net Appropriations</b>	<b>8,731,894</b>	<b>7,734,145</b>	<b>9,837,584</b>	<b>9,375,147</b>	<b>(462,437)</b>	<b>8,956,850</b>
Contingencies/Dept Reserves	3,604,573	4,167,480	4,167,480	4,167,480		3,318,289
<b>TOTAL REQUIREMENTS</b>	<b>12,336,467</b>	<b>11,901,625</b>	<b>14,005,064</b>	<b>13,542,627</b>	<b>(462,437)</b>	<b>12,275,139</b>
<b>NET COUNTY COST</b>	<b>952,280</b>	<b>742,184</b>	<b>2,156,318</b>	<b>2,189,371</b>	<b>33,053</b>	<b>1,292,209</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	55.0	56.0	56.0	55.0	(1.0)	55.0
Funded FTE	54.7	55.7	55.7	54.4	(1.3)	54.4

## Administration and Support (3810P) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	57,909					
Interfund Revenue	32,481					
Miscellaneous Revenue	1,663	25,814				
<b>Total Revenue</b>	<b>92,053</b>	<b>25,814</b>				
Fund Balance	3,729,573	4,592,480	4,592,480	4,251,429	(341,051)	4,167,480
<b>TOTAL SOURCES</b>	<b>3,821,626</b>	<b>4,618,294</b>	<b>4,592,480</b>	<b>4,251,429</b>	<b>(341,051)</b>	<b>4,167,480</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,354,894	1,427,790	1,445,241	1,516,028	70,787	1,541,818
Services and Supplies	435,931	714,777	985,933	567,869	(418,064)	1,309,900
Other Charges	641,837	594,548	788,037	775,420	(12,617)	711,746
Fixed Assets		12,537				
Other Financing Uses	754,239	(46)				
<b>Gross Appropriations</b>	<b>3,186,901</b>	<b>2,749,607</b>	<b>3,219,211</b>	<b>2,859,317</b>	<b>(359,894)</b>	<b>3,563,464</b>
Intrafund Transfers	(3,133,574)	(2,566,961)	(2,565,846)	(2,539,600)	26,246	(2,539,600)
<b>Net Appropriations</b>	<b>53,327</b>	<b>182,646</b>	<b>653,365</b>	<b>319,717</b>	<b>(333,648)</b>	<b>1,023,864</b>
Contingencies/Dept Reserves	3,604,573	4,167,480	4,167,480	4,167,480		3,318,289
<b>TOTAL REQUIREMENTS</b>	<b>3,657,900</b>	<b>4,350,126</b>	<b>4,820,845</b>	<b>4,487,197</b>	<b>(333,648)</b>	<b>4,342,153</b>
<b>NET COUNTY COST</b>	<b>(163,726)</b>	<b>(268,168)</b>	<b>228,365</b>	<b>235,768</b>	<b>7,403</b>	<b>174,673</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	14.0	14.0	14.0	14.0		14.0
Funded FTE	13.9	13.9	13.9	13.9	(0.1)	13.9



Long Range Planning Services (3830P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Interfund Revenue	297,815	119,398	94,700	94,700		94,700
Miscellaneous Revenue	136,337	182,879	96,200	101,200	5,000	101,200
<b>Total Revenue</b>	<b>434,152</b>	<b>302,278</b>	<b>190,900</b>	<b>195,900</b>	<b>5,000</b>	<b>195,900</b>
Fund Balance	447,187	404,254	404,254	835,623	431,369	835,623
<b>TOTAL SOURCES</b>	<b>881,339</b>	<b>706,532</b>	<b>595,154</b>	<b>1,031,523</b>	<b>436,369</b>	<b>1,031,523</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	906,671	762,055	1,046,767	1,083,206	36,439	1,109,454
Services and Supplies	832,595	540,041	1,042,149	1,042,609	460	1,029,485
Other Charges	17,645	9,746	10,000	10,120	120	10,120
<b>Gross Appropriations</b>	<b>1,756,911</b>	<b>1,311,842</b>	<b>2,098,916</b>	<b>2,135,935</b>	<b>37,019</b>	<b>2,149,059</b>
Intrafund Transfers		(426,672)	(425,000)		425,000	
<b>TOTAL REQUIREMENTS</b>	<b>1,756,911</b>	<b>885,169</b>	<b>1,673,916</b>	<b>2,135,935</b>	<b>462,019</b>	<b>2,149,059</b>
<b>NET COUNTY COST</b>	<b>875,572</b>	<b>178,638</b>	<b>1,078,762</b>	<b>1,104,412</b>	<b>25,650</b>	<b>1,117,536</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	8.0	8.0	8.0		8.0

# Development Review Services (3840P) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	3,857,371	3,254,786	3,581,034	3,088,000	(493,034)	3,088,000
Fines, Forfeitures and Penalties	17,297	16,252	20,000	12,000	(8,000)	12,000
Intergovernmental Revenues			57,909	30,000	(27,909)	30,000
Charges for Services	2,389,966	2,144,004	2,295,099	2,109,990	(185,109)	2,109,990
Miscellaneous Revenue	289,927	419,574	707,070	306,877	(400,193)	20,500
<b>Total Revenue</b>	<b>6,554,561</b>	<b>5,834,615</b>	<b>6,661,112</b>	<b>5,546,867</b>	<b>(1,114,245)</b>	<b>5,260,490</b>
Fund Balance	126,662			523,437	523,437	523,437
<b>TOTAL SOURCES</b>	<b>6,681,223</b>	<b>5,834,615</b>	<b>6,661,112</b>	<b>6,070,304</b>	<b>(590,808)</b>	<b>5,783,927</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,209,088	3,532,199	3,914,305	3,838,986	(75,319)	3,954,902
Services and Supplies	3,547,547	2,842,230	3,464,710	2,941,362	(523,348)	2,539,069
Other Charges	165,021	291,900	131,288	139,147	7,859	139,147
<b>Gross Appropriations</b>	<b>6,921,656</b>	<b>6,666,329</b>	<b>7,510,303</b>	<b>6,919,495</b>	<b>(590,808)</b>	<b>6,633,118</b>
Intrafund Transfers						(849,191)
<b>TOTAL REQUIREMENTS</b>	<b>6,921,656</b>	<b>6,666,329</b>	<b>7,510,303</b>	<b>6,919,495</b>	<b>(590,808)</b>	<b>5,783,927</b>
<b>NET COUNTY COST</b>	<b>240,434</b>	<b>831,714</b>	<b>849,191</b>	<b>849,191</b>		
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	33.0	34.0	34.0	33.0	(1.0)	33.0
Funded FTE	32.8	33.8	33.8	32.6	(1.2)	32.6

Parks Department (3900B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	6,888	4,849	6,000	6,000		6,000
Use of Money and Property	79,790	79,016	100,872	99,700	(1,172)	99,700
Intergovernmental Revenues		58,113	260,305		(260,305)	
Charges for Services	1,265,584	1,243,443	1,314,340	1,380,085	65,745	1,401,000
Interfund Revenue	307,440	378,366	344,867		(344,867)	
Miscellaneous Revenue	61,631	132,336	21,663	20,000	(1,663)	20,000
Other Financing Sources				335,178	335,178	341,178
<b>Total Revenue</b>	<b>1,721,334</b>	<b>1,896,123</b>	<b>2,048,047</b>	<b>1,840,963</b>	<b>(207,084)</b>	<b>1,867,878</b>
Fund Balance	283,128	296,097	296,097	260,149	(35,948)	339,234
<b>TOTAL SOURCES</b>	<b>2,004,462</b>	<b>2,192,220</b>	<b>2,344,144</b>	<b>2,101,112</b>	<b>(243,032)</b>	<b>2,207,112</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,034,122	6,386,207	6,358,073	6,566,892	208,819	6,648,986
Services and Supplies	947,497	999,134	987,512	1,036,061	48,549	956,426
Other Charges	941,440	1,033,902	983,026	1,045,183	62,157	1,045,411
Fixed Assets		120,752	354,600		(354,600)	
Other Financing Uses			50,000		(50,000)	
<b>Gross Appropriations</b>	<b>7,923,059</b>	<b>8,539,996</b>	<b>8,733,211</b>	<b>8,648,136</b>	<b>(85,075)</b>	<b>8,650,823</b>
Intrafund Transfers	(55,000)	(173,354)	(239,997)	(184,997)	55,000	(55,000)
<b>Net Appropriations</b>	<b>7,868,059</b>	<b>8,366,641</b>	<b>8,493,214</b>	<b>8,463,139</b>	<b>(30,075)</b>	<b>8,595,823</b>
Contingencies/Dept Reserves	144,706	143,337	237,766	177,811	(59,955)	212,811
<b>TOTAL REQUIREMENTS</b>	<b>8,012,765</b>	<b>8,509,978</b>	<b>8,730,980</b>	<b>8,640,950</b>	<b>(90,030)</b>	<b>8,808,634</b>
<b>NET COUNTY COST</b>	<b>6,008,303</b>	<b>6,317,758</b>	<b>6,386,836</b>	<b>6,539,838</b>	<b>153,002</b>	<b>6,601,522</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	56.0	56.0	56.0	56.0		56.0
Funded FTE	55.9	56.0	56.0	56.0	(0.0)	56.0

## Administration and Support (3910P) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	6,888	4,849	6,000	6,000		6,000
Use of Money and Property	37,752	38,831	38,996	38,000	(996)	38,000
Charges for Services	24,695	47,899	26,160	30,000	3,840	35,000
Interfund Revenue	61,823	132,214	146,883		(146,883)	
Miscellaneous Revenue	7,502	1,066	500		(500)	
Other Financing Sources				98,348	98,348	104,348
<b>Total Revenue</b>	<b>138,661</b>	<b>224,859</b>	<b>218,539</b>	<b>172,348</b>	<b>(46,191)</b>	<b>183,348</b>
Fund Balance	283,128	296,097	296,097	260,149	(35,948)	339,234
<b>TOTAL SOURCES</b>	<b>421,789</b>	<b>520,956</b>	<b>514,636</b>	<b>432,497</b>	<b>(82,139)</b>	<b>522,582</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	787,756	996,658	939,194	1,333,020	393,826	1,351,727
Services and Supplies	154,179	144,907	137,360	161,564	24,204	162,087
Other Charges	252,981	318,573	209,518	339,186	129,668	339,414
Fixed Assets		7,201				
Other Financing Uses			50,000		(50,000)	
<b>Gross Appropriations</b>	<b>1,194,916</b>	<b>1,467,340</b>	<b>1,336,072</b>	<b>1,833,770</b>	<b>497,698</b>	<b>1,853,228</b>
Intrafund Transfers	(55,000)	(173,354)	(179,997)	(184,997)	(5,000)	(55,000)
<b>Net Appropriations</b>	<b>1,139,916</b>	<b>1,293,986</b>	<b>1,156,075</b>	<b>1,648,773</b>	<b>492,698</b>	<b>1,798,228</b>
Contingencies/Dept Reserves	144,706	143,337	237,766	177,811	(59,955)	212,811
<b>TOTAL REQUIREMENTS</b>	<b>1,284,622</b>	<b>1,437,323</b>	<b>1,393,841</b>	<b>1,826,584</b>	<b>432,743</b>	<b>2,011,039</b>
<b>NET COUNTY COST</b>	<b>862,834</b>	<b>916,367</b>	<b>879,205</b>	<b>1,394,087</b>	<b>514,882</b>	<b>1,488,457</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	7.0	9.0	9.0	9.0		9.0
Funded FTE	6.7	9.0	9.0	9.0		9.0

Operations and Maintenance (3930P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	42,038	40,186	61,876	61,700	(176)	61,700
Intergovernmental Revenues		58,113	260,305		(260,305)	
Charges for Services	1,240,889	1,195,545	1,288,180	1,350,085	61,905	1,366,000
Interfund Revenue	245,617	246,152	197,984		(197,984)	
Miscellaneous Revenue	54,129	131,269	21,163	20,000	(1,163)	20,000
Other Financing Sources				236,830	236,830	236,830
<b>Total Revenue</b>	<b>1,582,673</b>	<b>1,671,265</b>	<b>1,829,508</b>	<b>1,668,615</b>	<b>(160,893)</b>	<b>1,684,530</b>
<b>TOTAL SOURCES</b>	<b>1,582,673</b>	<b>1,671,265</b>	<b>1,829,508</b>	<b>1,668,615</b>	<b>(160,893)</b>	<b>1,684,530</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	5,246,366	5,389,550	5,418,879	5,233,872	(185,007)	5,297,259
Services and Supplies	793,318	854,227	850,152	874,497	24,345	794,339
Other Charges	688,459	715,329	773,508	705,997	(67,511)	705,997
Fixed Assets		113,550	354,600		(354,600)	
<b>Gross Appropriations</b>	<b>6,728,143</b>	<b>7,072,656</b>	<b>7,397,139</b>	<b>6,814,366</b>	<b>(582,773)</b>	<b>6,797,595</b>
Intrafund Transfers			(60,000)		60,000	
<b>Net Appropriations</b>	<b>6,728,143</b>	<b>7,072,656</b>	<b>7,337,139</b>	<b>6,814,366</b>	<b>(522,773)</b>	<b>6,797,595</b>
<b>TOTAL REQUIREMENTS</b>	<b>6,728,143</b>	<b>7,072,656</b>	<b>7,337,139</b>	<b>6,814,366</b>	<b>(522,773)</b>	<b>6,797,595</b>
<b>NET COUNTY COST</b>	<b>5,145,469</b>	<b>5,401,391</b>	<b>5,507,631</b>	<b>5,145,751</b>	<b>(361,880)</b>	<b>5,113,065</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	49.0	47.0	47.0	47.0		47.0
Funded FTE	49.2	47.0	47.0	47.0	(0.0)	47.0

Fish and Game (3950B)  
Fish and Game Propagation Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	1,853	2,210	5,500	3,000	(2,500)	3,000
Use of Money and Property	3,494	3,120	3,000	3,000		3,000
<b>Total Revenue</b>	<b>5,348</b>	<b>5,331</b>	<b>8,500</b>	<b>6,000</b>	<b>(2,500)</b>	<b>6,000</b>
Fund Balance	80,309	75,221	75,221	76,142	921	68,722
<b>TOTAL SOURCES</b>	<b>85,657</b>	<b>80,552</b>	<b>83,721</b>	<b>82,142</b>	<b>(1,579)</b>	<b>74,722</b>
<b>REQUIREMENTS</b>						
Services and Supplies	10,435	4,410	20,000	20,000		20,000
<b>Net Appropriations</b>	<b>10,435</b>	<b>4,410</b>	<b>20,000</b>	<b>20,000</b>		<b>20,000</b>
Non-General Fund Reserves	75,222	76,142	63,721	62,142	(1,579)	54,722
<b>TOTAL REQUIREMENTS</b>	<b>85,657</b>	<b>80,552</b>	<b>83,721</b>	<b>82,142</b>	<b>(1,579)</b>	<b>74,722</b>

Off-Highway Vehicle License Fees (3960B)  
Off-Highway Vehicle License Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	11,689	9,447	7,500	7,500		7,500
Intergovernmental Revenues	30,385					
<b>Total Revenue</b>	<b>42,074</b>	<b>9,447</b>	<b>7,500</b>	<b>7,500</b>		<b>7,500</b>
Fund Balance	241,749	222,543	222,543	199,664	(22,879)	171,603
<b>TOTAL SOURCES</b>	<b>283,823</b>	<b>231,990</b>	<b>230,043</b>	<b>207,164</b>	<b>(22,879)</b>	<b>179,103</b>
<b>REQUIREMENTS</b>						
Services and Supplies	61,279		68,350	118,350	50,000	
Other Financing Uses						58,350
<b>Gross Appropriations</b>	<b>61,279</b>		<b>68,350</b>	<b>118,350</b>	<b>50,000</b>	<b>58,350</b>
Intrafund Transfers		32,326				
<b>Net Appropriations</b>	<b>61,279</b>	<b>32,326</b>	<b>68,350</b>	<b>118,350</b>	<b>50,000</b>	<b>58,350</b>
Non-General Fund Reserves	222,544	199,664	161,693	88,814	(72,879)	120,753
<b>TOTAL REQUIREMENTS</b>	<b>283,823</b>	<b>231,990</b>	<b>230,043</b>	<b>207,164</b>	<b>(22,879)</b>	<b>179,103</b>

Parks Acquisition and Development (3970B)  
Parks Acquisition and Development Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	105,410	140,928	60,000	70,000	10,000	70,000
Intergovernmental Revenues	(145,013)	2,600,183	1,812,905	3,250,500	1,437,595	1,697,903
Charges for Services		2,605				
Interfund Revenue	17,815	181,683	216,000	75,000	(141,000)	75,000
Miscellaneous Revenue	12,000	98,832				
<b>Total Revenue</b>	<b>(9,789)</b>	<b>3,024,232</b>	<b>2,088,905</b>	<b>3,395,500</b>	<b>1,306,595</b>	<b>1,842,903</b>
Fund Balance	4,068,264	2,310,168	2,310,168	3,663,045	1,352,877	3,321,103
<b>TOTAL SOURCES</b>	<b>4,058,475</b>	<b>5,334,400</b>	<b>4,399,073</b>	<b>7,058,545</b>	<b>2,659,472</b>	<b>5,164,006</b>
<b>REQUIREMENTS</b>						
Services and Supplies	401,137	390,985	425,000	409,000	(16,000)	409,000
Fixed Assets	487,093	828,000	2,887,611	2,328,442	(559,169)	1,500,000
Other Financing Uses	860,078	696,641	1,000,000	2,727,993	1,727,993	1,975,897
<b>Gross Appropriations</b>	<b>1,748,307</b>	<b>1,915,626</b>	<b>4,312,611</b>	<b>5,465,435</b>	<b>1,152,824</b>	<b>3,884,897</b>
Intrafund Transfers		(244,272)	(16,000)		16,000	
<b>Net Appropriations</b>	<b>1,748,307</b>	<b>1,671,355</b>	<b>4,296,611</b>	<b>5,465,435</b>	<b>1,168,824</b>	<b>3,884,897</b>
Non-General Fund Reserves	2,310,168	3,663,045	102,462	1,593,110	1,490,648	1,279,109
<b>TOTAL REQUIREMENTS</b>	<b>4,058,475</b>	<b>5,334,400</b>	<b>4,399,073</b>	<b>7,058,545</b>	<b>2,659,472</b>	<b>5,164,006</b>



Coyote Point Marina (3980B)  
Coyote Point Marina Operating Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	61,813	40,687	47,500	41,500	(6,000)	41,500
Intergovernmental Revenues			1,947,500	494,000	(1,453,500)	1,800,000
Charges for Services	1,143,033	1,121,627	1,169,945	1,255,589	85,644	1,313,839
Miscellaneous Revenue			1,200		(1,200)	
<b>Total Revenue</b>	<b>1,204,846</b>	<b>1,162,314</b>	<b>3,166,145</b>	<b>1,791,089</b>	<b>(1,375,056)</b>	<b>3,155,339</b>
Fund Balance	1,381,569	855,940	619,359	814,105	194,746	916,781
<b>TOTAL SOURCES</b>	<b>2,586,415</b>	<b>2,018,254</b>	<b>3,785,504</b>	<b>2,605,194</b>	<b>(1,180,310)</b>	<b>4,072,120</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	507,093	520,347	572,391	570,996	(1,395)	580,979
Services and Supplies	232,072	247,707	254,321	329,700	75,379	329,700
Other Charges	462,300	564,034	226,798	504,770	277,972	504,770
Other Financing Uses	614,609	83,873	2,061,000	686,828	(1,374,172)	2,089,417
<b>Gross Appropriations</b>	<b>1,816,074</b>	<b>1,415,961</b>	<b>3,114,510</b>	<b>2,092,294</b>	<b>(1,022,216)</b>	<b>3,504,866</b>
Intrafund Transfers	150,982	141,356	146,723		(146,723)	
<b>Net Appropriations</b>	<b>1,967,056</b>	<b>1,557,317</b>	<b>3,261,233</b>	<b>2,092,294</b>	<b>(1,168,939)</b>	<b>3,504,866</b>
Non-General Fund Reserves	619,359	460,936	524,271	512,900	(11,371)	567,254
<b>TOTAL REQUIREMENTS</b>	<b>2,586,415</b>	<b>2,018,253</b>	<b>3,785,504</b>	<b>2,605,194</b>	<b>(1,180,310)</b>	<b>4,072,120</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 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	74,000		262,000	262,000		262,000
Interfund Revenue	3,931,699	4,016,037	4,817,943	5,200,429	382,486	5,203,114
Miscellaneous Revenue	50,029	41,902		10,000	10,000	10,000
Other Financing Sources	96,052	96,013	35,000	35,000		35,000
<b>Total Revenue</b>	<b>4,151,780</b>	<b>4,153,952</b>	<b>5,114,943</b>	<b>5,507,429</b>	<b>392,486</b>	<b>5,510,114</b>
Fund Balance	8,507			61,000	61,000	
<b>TOTAL SOURCES</b>	<b>4,160,287</b>	<b>4,153,952</b>	<b>5,114,943</b>	<b>5,568,429</b>	<b>453,486</b>	<b>5,510,114</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,736,549	2,924,276	3,080,924	3,323,347	242,423	3,411,032
Services and Supplies	973,952	934,352	854,331	876,238	21,907	876,238
Other Charges	1,135,693	1,340,610	1,371,057	1,475,213	104,156	1,475,213
Fixed Assets	32,600	38,345	61,000	85,000	24,000	
Other Financing Uses				61,000	61,000	
<b>Gross Appropriations</b>	<b>4,878,793</b>	<b>5,237,582</b>	<b>5,367,312</b>	<b>5,820,798</b>	<b>453,486</b>	<b>5,762,483</b>
Intrafund Transfers	(594,513)	(892,262)				
<b>TOTAL REQUIREMENTS</b>	<b>4,284,280</b>	<b>4,345,321</b>	<b>5,367,312</b>	<b>5,820,798</b>	<b>453,486</b>	<b>5,762,483</b>
<b>NET COUNTY COST</b>	<b>123,993</b>	<b>191,369</b>	<b>252,369</b>	<b>252,369</b>		<b>252,369</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	326.0	335.0	335.0	336.0	1.0	336.0
Funded FTE	325.5	331.1	331.1	334.4	3.3	334.4

Engineering Services (4600P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues			40,000	35,000	(5,000)	35,000
Charges for Services	28,671	43,148	9,074	9,074		9,074
Interfund Revenue	4,179,484	4,143,703	5,042,536	4,821,685	(220,851)	4,943,762
Miscellaneous Revenue	1,897	6,151				
Other Financing Sources	389	99				
<b>TOTAL SOURCES</b>	<b>4,210,441</b>	<b>4,193,101</b>	<b>5,091,610</b>	<b>4,865,759</b>	<b>(225,851)</b>	<b>4,987,836</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,234,271	3,242,995	3,937,261	3,977,354	40,093	4,099,431
Services and Supplies	680,882	720,117	680,264	512,347	(167,917)	512,347
Other Charges	538,623	567,665	570,709	472,682	(98,027)	472,682
<b>Gross Appropriations</b>	<b>4,453,776</b>	<b>4,530,776</b>	<b>5,188,234</b>	<b>4,962,383</b>	<b>(225,851)</b>	<b>5,084,460</b>
Intrafund Transfers	(228,137)	(241,051)				
<b>TOTAL REQUIREMENTS</b>	<b>4,225,639</b>	<b>4,289,725</b>	<b>5,188,234</b>	<b>4,962,383</b>	<b>(225,851)</b>	<b>5,084,460</b>
<b>NET COUNTY COST</b>	<b>15,198</b>	<b>96,624</b>	<b>96,624</b>	<b>96,624</b>		<b>96,624</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	31.0	30.0	31.0	30.0	(1.0)	30.0
Funded FTE	30.5	29.8	30.8	29.5	(1.2)	29.5

## Facilities Services (4730P)

### General Fund

#### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	446,626	456,352	424,169	438,838	14,669	443,423
Intergovernmental Revenues	71,579					
Charges for Services	28,737	829,585	33,580	62,398	28,818	62,398
Interfund Revenue	6,493,984	6,459,514	6,508,109	6,521,468	13,359	6,660,873
Miscellaneous Revenue	206,167	703,048	121,600	188,600	67,000	188,600
<b>Total Revenue</b>	<b>7,247,092</b>	<b>8,448,499</b>	<b>7,087,458</b>	<b>7,211,304</b>	<b>123,846</b>	<b>7,355,294</b>
Fund Balance	(266,079)			179	179	179
<b>TOTAL SOURCES</b>	<b>6,981,013</b>	<b>8,448,499</b>	<b>7,087,458</b>	<b>7,211,483</b>	<b>124,025</b>	<b>7,355,473</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	8,826,416	9,752,596	10,586,573	11,192,083	605,510	11,470,334
Services and Supplies	12,665,247	12,845,330	11,719,487	12,285,583	566,096	12,689,973
Other Charges	1,933,225	2,687,145	2,738,352	2,997,985	259,633	2,997,985
Other Financing Uses	3,869,051	8,867,677	9,032,815	12,619,374	3,586,559	12,619,374
<b>Gross Appropriations</b>	<b>27,293,938</b>	<b>34,152,748</b>	<b>34,077,227</b>	<b>39,095,025</b>	<b>5,017,798</b>	<b>39,777,666</b>
Intrafund Transfers	(18,390,175)	(25,383,608)	(26,668,889)	(31,023,121)	(4,354,232)	(31,561,772)
<b>Net Appropriations</b>	<b>8,903,764</b>	<b>8,769,140</b>	<b>7,408,338</b>	<b>8,071,904</b>	<b>663,566</b>	<b>8,215,894</b>
Contingencies/Dept Reserves				179	179	179
<b>TOTAL REQUIREMENTS</b>	<b>8,903,764</b>	<b>8,769,140</b>	<b>7,408,338</b>	<b>8,072,083</b>	<b>663,745</b>	<b>8,216,073</b>
<b>NET COUNTY COST</b>	<b>1,922,750</b>	<b>320,641</b>	<b>320,880</b>	<b>860,600</b>	<b>539,720</b>	<b>860,600</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	106.0	112.0	112.0	112.0		112.0
Funded FTE	104.4	110.2	110.2	111.9	1.7	111.9

# Road Construction and Operations (4520P) Special Revenue Funds

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises		100	90,000	240,000	150,000	240,000
Use of Money and Property	502,440	507,653	203,500	287,679	84,179	287,679
Intergovernmental Revenues	18,095,634	16,551,546	19,424,140	26,457,123	7,032,983	16,433,959
Charges for Services	682,131	584,637	667,042	456,006	(211,036)	456,006
Interfund Revenue	652,279	693,321	1,577,360	570,000	(1,007,360)	570,000
Miscellaneous Revenue	612,164	1,514,300	158,000	7,137,356	6,979,356	748,000
<b>Total Revenue</b>	<b>20,544,649</b>	<b>19,851,556</b>	<b>22,120,042</b>	<b>35,148,164</b>	<b>13,028,122</b>	<b>18,735,644</b>
Fund Balance	6,624,044	9,661,386	9,661,386	8,896,511	(764,875)	13,991,001
<b>TOTAL SOURCES</b>	<b>27,168,693</b>	<b>29,512,942</b>	<b>31,781,428</b>	<b>44,044,675</b>	<b>12,263,247</b>	<b>32,726,645</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	6,379,385	6,622,716	7,346,525	7,601,976	255,451	7,819,669
Services and Supplies	8,907,886	8,643,143	11,940,888	17,273,654	5,332,766	10,078,751
Other Charges	566,100	579,084	798,039	933,038	134,999	933,038
Fixed Assets	2,343,334	2,476,053	6,000,000	4,245,006	(1,754,994)	2,000,000
<b>Gross Appropriations</b>	<b>18,196,705</b>	<b>18,320,995</b>	<b>26,085,452</b>	<b>30,053,674</b>	<b>3,968,222</b>	<b>20,831,458</b>
Intrafund Transfers			(354,945)		354,945	
<b>Net Appropriations</b>	<b>18,196,705</b>	<b>18,320,995</b>	<b>25,730,507</b>	<b>30,053,674</b>	<b>4,323,167</b>	<b>20,831,458</b>
Contingencies/Dept Reserves	5,974,105	5,508,978	3,378,640	10,803,468	7,424,828	8,657,654
Non-General Fund Reserves	3,687,281	3,387,533	2,672,281	3,187,533	515,252	3,237,533
<b>TOTAL REQUIREMENTS</b>	<b>27,858,091</b>	<b>27,217,506</b>	<b>31,781,428</b>	<b>44,044,675</b>	<b>12,263,247</b>	<b>32,726,645</b>
<b>NET COUNTY COST</b>	<b>689,399</b>	<b>(2,295,436)</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	70.0	70.0	70.0	70.0		70.0
Funded FTE	70.0	70.0	70.0	70.0		70.0

Construction Services (4740P)  
Construction Services Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	(27,743)	(32,762)				
Charges for Services	172,130	271,594	301,425	369,846	68,421	369,846
Interfund Revenue	3,959,036	3,840,887	4,549,866	4,477,998	(71,868)	4,554,199
Miscellaneous Revenue	18,352	21,373				
<b>Total Revenue</b>	<b>4,121,775</b>	<b>4,101,092</b>	<b>4,851,291</b>	<b>4,847,844</b>	<b>(3,447)</b>	<b>4,924,045</b>
Fund Balance	131,607	215,077	215,077	46,171	(168,906)	81,107
<b>TOTAL SOURCES</b>	<b>4,253,382</b>	<b>4,316,169</b>	<b>5,066,368</b>	<b>4,894,015</b>	<b>(172,353)</b>	<b>5,005,152</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,060,092	3,024,525	3,330,088	3,364,319	34,231	3,440,520
Services and Supplies	875,021	1,140,963	1,222,923	1,141,776	(81,147)	1,141,776
Other Charges	120,729	138,441	263,344	306,813	43,469	306,813
<b>Gross Appropriations</b>	<b>4,055,841</b>	<b>4,303,929</b>	<b>4,816,355</b>	<b>4,812,908</b>	<b>(3,447)</b>	<b>4,889,109</b>
Intrafund Transfers	(17,536)	(33,931)				
<b>Net Appropriations</b>	<b>4,038,305</b>	<b>4,269,998</b>	<b>4,816,355</b>	<b>4,812,908</b>	<b>(3,447)</b>	<b>4,889,109</b>
Contingencies/Dept Reserves	215,077	46,171	250,013	81,107	(168,906)	116,043
<b>TOTAL REQUIREMENTS</b>	<b>4,253,382</b>	<b>4,316,169</b>	<b>5,066,368</b>	<b>4,894,015</b>	<b>(172,353)</b>	<b>5,005,152</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	30.0	29.0	30.0	29.0	(1.0)	29.0
Funded FTE	29.9	28.9	29.9	28.8	(1.1)	28.8

# Vehicle and Equipment Services (4760P)

## ALL FUNDS

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	352,526	292,753	175,000	175,000		175,000
Intergovernmental Revenues	26,000		1,000,000		(1,000,000)	
Charges for Services	14,316		16,000	16,000		16,000
Interfund Revenue	6,117,666	6,177,285	5,173,546	5,992,091	818,545	6,206,380
Miscellaneous Revenue	85,969	116,455	81,700	81,700		81,700
Other Financing Sources			3,000	3,000		3,000
<b>Total Revenue</b>	<b>6,596,477</b>	<b>6,586,493</b>	<b>6,449,246</b>	<b>6,267,791</b>	<b>(181,455)</b>	<b>6,482,080</b>
Fund Balance	7,635,257	6,809,524	6,809,524	5,900,224	(909,300)	4,631,415
<b>TOTAL SOURCES</b>	<b>14,231,734</b>	<b>13,396,017</b>	<b>13,258,770</b>	<b>12,168,015</b>	<b>(1,090,755)</b>	<b>11,113,495</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,255,024	2,411,983	2,477,170	2,660,837	183,667	2,723,537
Services and Supplies	4,594,035	4,245,115	3,807,709	4,342,237	534,528	4,160,237
Other Charges	637,996	743,872	745,576	841,311	95,735	854,311
Fixed Assets	1,974,185	3,859,332	4,069,550	2,939,000	(1,130,550)	1,991,000
<b>Gross Appropriations</b>	<b>9,461,240</b>	<b>11,260,302</b>	<b>11,100,005</b>	<b>10,783,385</b>	<b>(316,620)</b>	<b>9,729,085</b>
Intrafund Transfers	(2,728,428)	(1,469,073)	(2,895,441)	(3,246,785)	(351,344)	(3,154,970)
<b>Net Appropriations</b>	<b>6,732,812</b>	<b>9,791,229</b>	<b>8,204,564</b>	<b>7,536,600</b>	<b>(667,964)</b>	<b>6,574,115</b>
Non-General Fund Reserves	6,809,524	5,900,224	5,054,206	4,631,415	(422,791)	4,539,380
<b>TOTAL REQUIREMENTS</b>	<b>13,542,336</b>	<b>15,691,453</b>	<b>13,258,770</b>	<b>12,168,015</b>	<b>(1,090,755)</b>	<b>11,113,495</b>
<b>NET COUNTY COST</b>	<b>(689,398)</b>	<b>2,295,436</b>				
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	24.0	25.0	24.0	25.0	1.0	25.0
Funded FTE	24.0	25.0	24.0	25.0	1.0	25.0

# Waste Management (4820P)

## Solid Waste Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	5,222,110	5,169,225	5,091,558	5,040,643	(50,915)	5,222,719
Use of Money and Property	432,983	314,262	300,000	150,000	(150,000)	
Intergovernmental Revenues	26,155	17,371	17,000	160,250	143,250	160,250
Charges for Services	31,794	32,080	40,000	30,000	(10,000)	30,000
Interfund Revenue	65,011	30,788		870,000	870,000	
Miscellaneous Revenue	25,675	46,502	25,000	25,000		25,000
<b>Total Revenue</b>	<b>5,803,729</b>	<b>5,610,226</b>	<b>5,473,558</b>	<b>6,275,893</b>	<b>802,335</b>	<b>5,437,969</b>
Fund Balance	8,777,576	6,680,251	6,680,251	6,288,448	(391,803)	3,443,950
<b>TOTAL SOURCES</b>	<b>14,581,305</b>	<b>12,290,478</b>	<b>12,153,809</b>	<b>12,564,341</b>	<b>410,532</b>	<b>8,881,919</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	795,066	948,672	950,348	1,087,444	137,096	1,110,957
Services and Supplies	4,891,208	2,336,089	6,820,737	6,063,941	(756,796)	3,305,479
Other Charges	1,910,187	2,681,838	1,835,730	1,742,141	(93,589)	1,542,141
Fixed Assets	227,797					
Other Financing Uses	76,795	35,430	226,865	226,865		226,865
<b>Net Appropriations</b>	<b>7,901,053</b>	<b>6,002,030</b>	<b>9,833,680</b>	<b>9,120,391</b>	<b>(713,289)</b>	<b>6,185,442</b>
Contingencies/Dept Reserves		390,000	390,000	1,457,333	1,067,333	709,860
Non-General Fund Reserves	6,680,251	5,898,448	1,930,129	1,986,617	56,488	1,986,617
<b>TOTAL REQUIREMENTS</b>	<b>14,581,304</b>	<b>12,290,478</b>	<b>12,153,809</b>	<b>12,564,341</b>	<b>410,532</b>	<b>8,881,919</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	8.0	8.0	8.0	9.0	1.0	9.0
Funded FTE	7.8	7.8	7.8	8.3	0.5	8.3



Transportation Services (4830P)  
Half-Cent Transportation Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	1,139,801	1,179,169	1,381,925	1,381,925		1,381,925
Use of Money and Property	34,810	5,284				
Charges for Services	690,654	1,029,204	892,894	1,202,414	309,520	1,371,405
Interfund Revenue		5,507				
Miscellaneous Revenue	456	41,193				
<b>Total Revenue</b>	<b>1,865,720</b>	<b>2,260,358</b>	<b>2,274,819</b>	<b>2,584,339</b>	<b>309,520</b>	<b>2,753,330</b>
Fund Balance	1,091,454	3,390	3,390	2,433	(957)	2,433
<b>TOTAL SOURCES</b>	<b>2,957,174</b>	<b>2,263,748</b>	<b>2,278,209</b>	<b>2,586,772</b>	<b>308,563</b>	<b>2,755,763</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	638,930	794,112	847,132	1,235,323	388,191	1,262,283
Services and Supplies	1,477,756	1,367,351	1,354,983	1,203,009	(151,974)	1,203,009
Other Charges	284,319	99,851	52,704	148,440	95,736	148,440
Other Financing Uses	552,780		20,000		(20,000)	
<b>Net Appropriations</b>	<b>2,953,785</b>	<b>2,261,315</b>	<b>2,274,819</b>	<b>2,586,772</b>	<b>311,953</b>	<b>2,613,732</b>
Contingencies/Dept Reserves	3,390	2,433	3,390		(3,390)	142,031
<b>TOTAL REQUIREMENTS</b>	<b>2,957,175</b>	<b>2,263,748</b>	<b>2,278,209</b>	<b>2,586,772</b>	<b>308,563</b>	<b>2,755,763</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	6.0	8.0	8.0	8.0		8.0
Funded FTE	6.0	6.7	6.7	8.0	1.3	8.0

# Utilities (4840B)

## ALL FUNDS

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2005-06	Actual 2006-07	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	5,288,477	5,273,117	4,298,476	4,496,022	197,546	4,496,022
Licenses, Permits and Franchises	470,337	491,732	437,904	453,618	15,714	453,618
Use of Money and Property	1,193,307	1,262,020	621,152	793,700	172,548	793,700
Intergovernmental Revenues	56,649	37,085	35,801	35,183	(618)	35,183
Charges for Services	6,177,180	8,638,786	8,453,817	8,848,839	395,022	8,848,839
Interfund Revenue	1,798,616	1,995,463	2,039,305	2,222,437	183,132	2,207,437
Miscellaneous Revenue	1,106,471	394,007	344,254	21,225	(323,029)	21,225
Other Financing Sources	1,610,000	1,610,000	1,560,000	2,437,586	877,586	2,190,000
<b>Total Revenue</b>	<b>17,701,036</b>	<b>19,702,211</b>	<b>17,790,709</b>	<b>19,308,610</b>	<b>1,517,901</b>	<b>19,046,024</b>
Fund Balance	25,740,581	30,503,674	29,744,141	33,866,557	4,122,416	25,796,171
<b>TOTAL SOURCES</b>	<b>43,441,617</b>	<b>50,205,885</b>	<b>47,534,850</b>	<b>53,175,167</b>	<b>5,640,317</b>	<b>44,842,195</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,475,726	1,669,723	1,727,863	1,884,821	156,958	1,907,004
Services and Supplies	7,667,185	10,640,941	13,052,151	13,534,209	482,058	12,813,106
Other Charges	1,349,056	1,276,978	1,582,182	2,229,960	647,778	1,390,395
Fixed Assets	118,525	40,980	1,249,000	6,286,586	5,037,586	2,045,000
Other Financing Uses	3,220,866	3,218,019	3,230,520	4,046,647	816,127	3,799,061
<b>Gross Appropriations</b>	<b>13,831,358</b>	<b>16,846,641</b>	<b>20,841,716</b>	<b>27,982,223</b>	<b>7,140,507</b>	<b>21,954,566</b>
Intrafund Transfers	(659,803)	(628,014)	(652,469)	(723,933)	(71,464)	(723,933)
<b>Net Appropriations</b>	<b>13,171,555</b>	<b>16,218,627</b>	<b>20,189,247</b>	<b>27,258,290</b>	<b>7,069,043</b>	<b>21,230,633</b>
Contingencies/Dept Reserves	29,690,886	33,816,485	27,181,261	25,743,119	(1,438,142)	23,434,824
Non-General Fund Reserves	41,452	50,072	43,636	53,052	9,416	56,032
<b>TOTAL REQUIREMENTS</b>	<b>42,903,893</b>	<b>50,085,184</b>	<b>47,414,144</b>	<b>53,054,461</b>	<b>5,640,317</b>	<b>44,721,489</b>
<b>NET COUNTY COST</b>	<b>(537,724)</b>	<b>(120,701)</b>	<b>(120,706)</b>	<b>(120,706)</b>		<b>(120,706)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	15.0	16.0	15.0	16.0	1.0	16.0
Funded FTE	15.0	16.0	15.0	15.9	0.9	15.9

Airports (4850P)  
County Airports Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	15,500	15,500		15,500	15,500	15,500
Use of Money and Property	2,141,517	2,290,754	2,321,500	2,182,500	(139,000)	2,082,500
Intergovernmental Revenues	2,805,119	144,982	4,099,598	2,737,713	(1,361,885)	370,816
Charges for Services	31,471	49,571	40,700	43,200	2,500	43,200
Miscellaneous Revenue	56,989	87,014	24,800	29,800	5,000	29,800
Other Financing Sources		4,000,000	5,000,000		(5,000,000)	
<b>Total Revenue</b>	<b>5,050,596</b>	<b>6,587,822</b>	<b>11,486,598</b>	<b>5,008,713</b>	<b>(6,477,885)</b>	<b>2,541,816</b>
Fund Balance	2,423,270	2,852,650	2,561,166	689,112	(1,872,054)	100,000
<b>TOTAL SOURCES</b>	<b>7,473,866</b>	<b>9,440,471</b>	<b>14,047,764</b>	<b>5,697,825</b>	<b>(8,349,939)</b>	<b>2,641,816</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	877,962	919,070	981,430	1,019,790	38,360	1,056,729
Services and Supplies	656,435	723,969	696,466	708,033	11,567	708,033
Other Charges	623,021	754,461	1,109,057	877,054	(232,003)	877,054
Fixed Assets	2,785,621	6,387,184	8,860,100	2,992,948	(5,867,152)	
<b>Gross Appropriations</b>	<b>4,943,039</b>	<b>8,784,683</b>	<b>11,647,053</b>	<b>5,597,825</b>	<b>(6,049,228)</b>	<b>2,641,816</b>
Intrafund Transfers	(30,340)	(33,324)				
<b>Net Appropriations</b>	<b>4,912,700</b>	<b>8,751,359</b>	<b>11,647,053</b>	<b>5,597,825</b>	<b>(6,049,228)</b>	<b>2,641,816</b>
Non-General Fund Reserves	2,561,166	689,112	2,400,711	100,000	(2,300,711)	
<b>TOTAL REQUIREMENTS</b>	<b>7,473,866</b>	<b>9,440,471</b>	<b>14,047,764</b>	<b>5,697,825</b>	<b>(8,349,939)</b>	<b>2,641,816</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	8.0	9.0	9.0	9.0		9.0
Funded FTE	8.0	8.9	8.9	9.0	0.1	9.0

## Housing and Community Development (7920P) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	6,553,087	7,015,888	8,604,089	6,506,999	(2,097,090)	6,506,999
Miscellaneous Revenue	3,653,172	2,479,520	3,921,133	2,461,626	(1,459,507)	2,461,626
<b>Total Revenue</b>	<b>10,206,259</b>	<b>9,495,408</b>	<b>12,525,222</b>	<b>8,968,625</b>	<b>(3,556,597)</b>	<b>8,968,625</b>
Fund Balance	650,868	473,064	473,064	8,448	(464,616)	8,448
<b>TOTAL SOURCES</b>	<b>10,857,127</b>	<b>9,968,472</b>	<b>12,998,286</b>	<b>8,977,073</b>	<b>(4,021,213)</b>	<b>8,977,073</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,009,810	2,179,785	2,355,351	2,219,504	(135,847)	2,287,211
Services and Supplies	532,824	480,614	825,327	818,027	(7,300)	818,027
Other Charges	8,005,808	5,407,195	9,047,544	5,885,542	(3,162,002)	5,817,835
Other Financing Uses	22,267	15,288				
<b>Net Appropriations</b>	<b>10,570,709</b>	<b>8,082,882</b>	<b>12,228,222</b>	<b>8,923,073</b>	<b>(3,305,149)</b>	<b>8,923,073</b>
Contingencies/Dept Reserves	825,854	1,885,590	770,064	54,000	(716,064)	54,000
<b>TOTAL REQUIREMENTS</b>	<b>11,396,563</b>	<b>9,968,472</b>	<b>12,998,286</b>	<b>8,977,073</b>	<b>(4,021,213)</b>	<b>8,977,073</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	19.0	19.0	19.0	19.0		19.0
Funded FTE	19.0	19.0	19.0	18.8	(0.2)	18.8

Housing Authority (7930P)  
Housing Authority Fund (Information Only)

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	1,276,856	1,424,487	1,197,814	1,489,508	291,694	1,489,508
Intergovernmental Revenues	64,841,781	62,716,571	61,185,912	66,353,804	5,167,892	66,353,804
Interfund Revenue		245,000	350,000		(350,000)	
Miscellaneous Revenue	369,134	697,890	239,063	525,963	286,900	525,963
<b>TOTAL SOURCES</b>	<b>66,487,771</b>	<b>65,083,948</b>	<b>62,972,789</b>	<b>68,369,275</b>	<b>5,396,486</b>	<b>68,369,275</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,831,516	3,820,067	4,043,545	4,166,701	123,156	4,166,701
Services and Supplies	1,814,844	1,639,716	2,028,356	1,858,441	(169,915)	1,858,441
Other Charges	53,670,948	53,483,189	55,856,883	57,065,181	1,208,298	57,065,181
Fixed Assets	226,150	5,260	367,644	42,000	(325,644)	42,000
<b>Net Appropriations</b>	<b>59,543,458</b>	<b>58,948,232</b>	<b>62,296,428</b>	<b>63,132,323</b>	<b>835,895</b>	<b>63,132,323</b>
Non-General Fund Reserves	6,944,313	6,135,716	676,361	5,236,952	4,560,591	5,236,952
<b>TOTAL REQUIREMENTS</b>	<b>66,487,771</b>	<b>65,083,948</b>	<b>62,972,789</b>	<b>68,369,275</b>	<b>5,396,486</b>	<b>68,369,275</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	47.0	46.0	46.0	46.0		46.0
Funded FTE	46.0	46.0	46.0	46.0		46.0

# Health Administration (5500B) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	648,183	649,537	652,798	654,910	2,112	654,910
Charges for Services	193,428	284,651	136,710	140,000	3,290	140,000
Interfund Revenue	15,668	19,568	19,568	19,568		19,568
Miscellaneous Revenue	470,756	342,207	314,310	323,471	9,161	323,471
<b>Total Revenue</b>	<b>1,328,035</b>	<b>1,295,963</b>	<b>1,123,386</b>	<b>1,137,949</b>	<b>14,563</b>	<b>1,137,949</b>
Fund Balance	637,356	1,111,107	1,111,107	1,164,793	53,686	1,164,793
<b>TOTAL SOURCES</b>	<b>1,965,391</b>	<b>2,407,070</b>	<b>2,234,493</b>	<b>2,302,742</b>	<b>68,249</b>	<b>2,302,742</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,111,590	2,035,793	2,144,246	2,438,772	294,526	2,485,898
Services and Supplies	1,257,485	3,625,003	2,095,836	1,366,043	(729,793)	1,366,043
Other Charges	3,155,158	3,448,797	1,659,126	941,546	(717,580)	941,546
<b>Gross Appropriations</b>	<b>6,524,232</b>	<b>9,109,594</b>	<b>5,899,208</b>	<b>4,746,361</b>	<b>(1,152,847)</b>	<b>4,793,487</b>
Intrafund Transfers	(5,217,437)	(7,752,229)	(4,775,822)	(3,459,978)	1,315,844	(3,630,584)
<b>Net Appropriations</b>	<b>1,306,795</b>	<b>1,357,364</b>	<b>1,123,386</b>	<b>1,286,383</b>	<b>162,997</b>	<b>1,162,903</b>
Contingencies/Dept Reserves	579,757	1,111,107	1,111,107	1,164,793	53,686	1,164,793
<b>TOTAL REQUIREMENTS</b>	<b>1,886,552</b>	<b>2,468,471</b>	<b>2,234,493</b>	<b>2,451,176</b>	<b>216,683</b>	<b>2,327,696</b>
<b>NET COUNTY COST</b>	<b>(78,839)</b>	<b>61,401</b>		<b>148,434</b>	<b>148,434</b>	<b>24,954</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	16.0	18.0	17.0	16.0	(1.0)	16.0
Funded FTE	15.5	16.2	15.2	15.4	0.2	15.4

Health Policy and Planning (5550B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	365,470	811,331	372,345	397,000	24,655	397,000
Charges for Services	1,095,876	728,198	483,000	483,000		483,000
Interfund Revenue	12,005	14,934	29,000	20,400	(8,600)	20,400
Miscellaneous Revenue	4,761,926	4,259,634	6,258,980	4,377,936	(1,881,044)	4,407,710
<b>Total Revenue</b>	<b>6,235,277</b>	<b>5,814,097</b>	<b>7,143,325</b>	<b>5,278,336</b>	<b>(1,864,989)</b>	<b>5,308,110</b>
Fund Balance	23,851	203,048	203,048	263,268	60,220	263,268
<b>TOTAL SOURCES</b>	<b>6,259,128</b>	<b>6,017,145</b>	<b>7,346,373</b>	<b>5,541,604</b>	<b>(1,804,769)</b>	<b>5,571,378</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,544,658	2,687,183	2,830,036	3,003,634	173,598	3,089,728
Services and Supplies	9,222,830	9,826,422	10,893,842	8,952,720	(1,941,122)	8,769,705
Other Charges	177,192	188,351	150,331	213,049	62,718	213,049
<b>Gross Appropriations</b>	<b>11,944,680</b>	<b>12,701,956</b>	<b>13,874,209</b>	<b>12,169,403</b>	<b>(1,704,806)</b>	<b>12,072,482</b>
Intrafund Transfers	(4,612,245)	(5,023,751)	(4,812,091)	(4,989,600)	(177,509)	(4,857,322)
<b>Net Appropriations</b>	<b>7,332,436</b>	<b>7,678,205</b>	<b>9,062,118</b>	<b>7,179,803</b>	<b>(1,882,315)</b>	<b>7,215,160</b>
Contingencies/Dept Reserves	2,827	177,475	177,475	260,441	82,966	260,441
<b>TOTAL REQUIREMENTS</b>	<b>7,335,263</b>	<b>7,855,680</b>	<b>9,239,593</b>	<b>7,440,244</b>	<b>(1,799,349)</b>	<b>7,475,601</b>
<b>NET COUNTY COST</b>	<b>1,076,135</b>	<b>1,838,535</b>	<b>1,893,220</b>	<b>1,898,640</b>	<b>5,420</b>	<b>1,904,223</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	28.0	28.0	28.0	27.0	(1.0)	27.0
Funded FTE	28.0	26.0	26.0	26.2	0.1	26.2

# Emergency Medical Services GF (5600B) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	9,345	5,200	5,500	5,500		5,500
Fines, Forfeitures and Penalties	50,405	178,230	749,275	670,869	(78,406)	683,157
Intergovernmental Revenues	566,695	83,345		200,000	200,000	200,000
Miscellaneous Revenue	749,275	1,119,320	598,571	615,568	16,997	615,568
<b>TOTAL SOURCES</b>	<b>1,375,720</b>	<b>1,386,095</b>	<b>1,353,346</b>	<b>1,491,937</b>	<b>138,591</b>	<b>1,504,225</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	641,098	786,867	808,720	845,497	36,777	857,785
Services and Supplies	1,198,774	1,074,760	960,473	1,076,225	115,752	1,076,225
Other Charges	59,666	81,813	100,332	109,112	8,780	109,112
Fixed Assets	19,122					
<b>Gross Appropriations</b>	<b>1,918,660</b>	<b>1,943,440</b>	<b>1,869,525</b>	<b>2,030,834</b>	<b>161,309</b>	<b>2,043,122</b>
Intrafund Transfers	(551,235)	(549,051)	(516,179)	(538,897)	(22,718)	(538,897)
<b>TOTAL REQUIREMENTS</b>	<b>1,367,425</b>	<b>1,394,390</b>	<b>1,353,346</b>	<b>1,491,937</b>	<b>138,591</b>	<b>1,504,225</b>
<b>NET COUNTY COST</b>	<b>(8,295)</b>	<b>8,295</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



Emergency Medical Services Fund (5630B)  
Emergency Medical Services Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	1,381,251	1,702,795	1,868,381	1,905,749	37,368	1,918,037
Use of Money and Property	69,547	81,508	49,000	60,000	11,000	60,000
Intergovernmental Revenues	9,277	9,278		8,537	8,537	8,537
Charges for Services	59					
Miscellaneous Revenue	338,098	357,532	334,807	325,529	(9,278)	325,529
<b>Total Revenue</b>	<b>1,798,231</b>	<b>2,151,113</b>	<b>2,252,188</b>	<b>2,299,815</b>	<b>47,627</b>	<b>2,312,103</b>
Fund Balance	1,524,942	2,020,905	2,020,905	2,301,485	280,580	2,603,971
<b>TOTAL SOURCES</b>	<b>3,323,173</b>	<b>4,172,018</b>	<b>4,273,093</b>	<b>4,601,300</b>	<b>328,207</b>	<b>4,916,074</b>
<b>REQUIREMENTS</b>						
Services and Supplies	1,302,269	1,870,533	1,991,835	1,997,329	5,494	2,009,617
<b>Net Appropriations</b>	<b>1,302,269</b>	<b>1,870,533</b>	<b>1,991,835</b>	<b>1,997,329</b>	<b>5,494</b>	<b>2,009,617</b>
Non-General Fund Reserves	2,020,905	2,301,485	2,281,258	2,603,971	322,713	2,906,457
<b>TOTAL REQUIREMENTS</b>	<b>3,323,174</b>	<b>4,172,018</b>	<b>4,273,093</b>	<b>4,601,300</b>	<b>328,207</b>	<b>4,916,074</b>

## Aging and Adult Services (5700B) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	65,218	66,224	80,000	70,000	(10,000)	70,000
Use of Money and Property	440,551	515,602	500,000	400,000	(100,000)	400,000
Intergovernmental Revenues	11,576,817	11,563,671	12,037,256	12,140,525	103,269	12,270,525
Charges for Services	2,403,849	2,477,935	2,959,394	3,354,542	395,148	3,391,598
Interfund Revenue	120,249	142,097	191,370	215,642	24,272	215,642
Miscellaneous Revenue	302,750	479,005	718,501	719,992	1,491	719,992
Other Financing Sources	38,134					
<b>Total Revenue</b>	<b>14,947,569</b>	<b>15,244,533</b>	<b>16,486,521</b>	<b>16,900,701</b>	<b>414,180</b>	<b>17,067,757</b>
Fund Balance	1,329,693	2,037,136	2,037,136	2,477,107	439,971	2,477,107
<b>TOTAL SOURCES</b>	<b>16,277,262</b>	<b>17,281,669</b>	<b>18,523,657</b>	<b>19,377,808</b>	<b>854,151</b>	<b>19,544,864</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,590,979	12,599,011	13,563,448	13,977,130	413,682	14,297,249
Services and Supplies	3,786,263	3,921,802	4,613,374	4,863,323	249,949	4,863,323
Other Charges	4,591,033	5,212,438	5,145,143	5,413,720	268,577	5,413,720
<b>Gross Appropriations</b>	<b>19,968,276</b>	<b>21,733,252</b>	<b>23,321,965</b>	<b>24,254,173</b>	<b>932,208</b>	<b>24,574,292</b>
Intrafund Transfers	(1,385,966)	(1,779,423)	(1,923,559)	(1,828,685)	94,874	(1,828,685)
<b>Net Appropriations</b>	<b>18,582,310</b>	<b>19,953,829</b>	<b>21,398,406</b>	<b>22,425,488</b>	<b>1,027,082</b>	<b>22,745,607</b>
Contingencies/Dept Reserves	644,713	1,699,524	1,699,524	1,833,044	133,520	1,833,044
<b>TOTAL REQUIREMENTS</b>	<b>19,227,023</b>	<b>21,653,353</b>	<b>23,097,930</b>	<b>24,258,532</b>	<b>1,160,602</b>	<b>24,578,651</b>
<b>NET COUNTY COST</b>	<b>2,949,761</b>	<b>4,371,683</b>	<b>4,574,273</b>	<b>4,880,724</b>	<b>306,451</b>	<b>5,033,787</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	122.0	125.0	125.0	125.0		125.0
Funded FTE	122.0	124.7	124.7	125.0	0.3	125.0

Conservatorship Program (5700P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	440,551	513,254	500,000	400,000	(100,000)	400,000
Charges for Services	2,291,633	2,135,706	2,789,394	3,104,542	315,148	3,141,598
Interfund Revenue		15,237	69,892	9,984	(59,908)	9,984
Miscellaneous Revenue	158,879	395,157	479,319	411,951	(67,368)	411,951
Other Financing Sources	38,134					
<b>Total Revenue</b>	<b>2,929,197</b>	<b>3,059,354</b>	<b>3,838,605</b>	<b>3,926,477</b>	<b>87,872</b>	<b>3,963,533</b>
<b>TOTAL SOURCES</b>	<b>2,929,197</b>	<b>3,059,354</b>	<b>3,838,605</b>	<b>3,926,477</b>	<b>87,872</b>	<b>3,963,533</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	3,990,610	3,950,397	4,489,658	4,667,993	178,335	4,777,256
Services and Supplies	1,418,574	1,529,685	1,973,034	2,050,236	77,202	2,050,236
Other Charges	320,640	276,486	609,113	720,688	111,575	720,688
<b>Gross Appropriations</b>	<b>5,729,824</b>	<b>5,756,568</b>	<b>7,071,805</b>	<b>7,438,917</b>	<b>367,112</b>	<b>7,548,180</b>
Intrafund Transfers	(1,124,603)	(1,124,603)	(1,279,564)	(1,160,803)	118,761	(1,160,803)
<b>Net Appropriations</b>	<b>4,605,221</b>	<b>4,631,965</b>	<b>5,792,241</b>	<b>6,278,114</b>	<b>485,873</b>	<b>6,387,377</b>
<b>TOTAL REQUIREMENTS</b>	<b>4,605,221</b>	<b>4,631,965</b>	<b>5,792,241</b>	<b>6,278,114</b>	<b>485,873</b>	<b>6,387,377</b>
<b>NET COUNTY COST</b>	<b>1,676,024</b>	<b>1,572,611</b>	<b>1,953,636</b>	<b>2,351,637</b>	<b>398,001</b>	<b>2,423,844</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	44.0	45.0	45.0	45.0		45.0
Funded FTE	44.0	45.0	45.0	45.0		45.0

## Community-Based Programs (5720P) General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	65,218	66,224	80,000	70,000	(10,000)	70,000
Use of Money and Property		2,349				
Intergovernmental Revenues	11,576,817	11,563,671	12,037,256	12,140,525	103,269	12,270,525
Charges for Services	112,216	342,229	170,000	250,000	80,000	250,000
Interfund Revenue	120,249	126,859	121,478	205,658	84,180	205,658
Miscellaneous Revenue	143,871	83,848	239,182	308,041	68,859	308,041
<b>Total Revenue</b>	<b>12,018,372</b>	<b>12,185,180</b>	<b>12,647,916</b>	<b>12,974,224</b>	<b>326,308</b>	<b>13,104,224</b>
Fund Balance	1,329,693	2,037,136	2,037,136	2,477,107	439,971	2,477,107
<b>TOTAL SOURCES</b>	<b>13,348,065</b>	<b>14,222,316</b>	<b>14,685,052</b>	<b>15,451,331</b>	<b>766,279</b>	<b>15,581,331</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	7,600,369	8,648,614	9,073,790	9,309,137	235,347	9,519,993
Services and Supplies	2,367,689	2,392,118	2,640,340	2,813,087	172,747	2,813,087
Other Charges	4,270,393	4,935,952	4,536,030	4,693,032	157,002	4,693,032
<b>Gross Appropriations</b>	<b>14,238,452</b>	<b>15,976,684</b>	<b>16,250,160</b>	<b>16,815,256</b>	<b>565,096</b>	<b>17,026,112</b>
Intrafund Transfers	(261,363)	(654,820)	(643,995)	(667,882)	(23,887)	(667,882)
<b>Net Appropriations</b>	<b>13,977,089</b>	<b>15,321,864</b>	<b>15,606,165</b>	<b>16,147,374</b>	<b>541,209</b>	<b>16,358,230</b>
Contingencies/Dept Reserves	644,713	1,699,524	1,699,524	1,833,044	133,520	1,833,044
<b>TOTAL REQUIREMENTS</b>	<b>14,621,802</b>	<b>17,021,388</b>	<b>17,305,689</b>	<b>17,980,418</b>	<b>674,729</b>	<b>18,191,274</b>
<b>NET COUNTY COST</b>	<b>1,273,738</b>	<b>2,799,072</b>	<b>2,620,637</b>	<b>2,529,087</b>	<b>(91,550)</b>	<b>2,609,943</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	78.0	80.0	80.0	80.0		80.0
Funded FTE	78.0	79.7	79.7	80.0	0.3	80.0

IHSS Public Authority (5800B)  
IHSS Public Authority Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	46,553	66,783				
Intergovernmental Revenues	6,791,090	8,220,697	8,894,575	10,279,882	1,385,307	10,300,455
Interfund Revenue	4,622,328	4,688,600	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	438	515				
<b>Total Revenue</b>	<b>11,460,409</b>	<b>12,976,595</b>	<b>13,382,098</b>	<b>14,767,405</b>	<b>1,385,307</b>	<b>14,787,978</b>
Fund Balance	3,125,944	3,364,826	3,364,826	3,496,964	132,138	3,496,964
<b>TOTAL SOURCES</b>	<b>14,586,353</b>	<b>16,341,421</b>	<b>16,746,924</b>	<b>18,264,369</b>	<b>1,517,445</b>	<b>18,284,942</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	366,227	433,710	573,938	522,328	(51,610)	542,901
Services and Supplies	2,565,877	2,758,766	2,977,379	3,109,984	132,605	3,109,984
Other Charges	8,289,423	9,651,982	9,698,643	11,135,093	1,436,450	11,135,093
<b>Net Appropriations</b>	<b>11,221,527</b>	<b>12,844,458</b>	<b>13,249,960</b>	<b>14,767,405</b>	<b>1,517,445</b>	<b>14,787,978</b>
Non-General Fund Reserves	3,364,826	3,496,964	3,496,964	3,496,964		3,496,964
<b>TOTAL REQUIREMENTS</b>	<b>14,586,353</b>	<b>16,341,422</b>	<b>16,746,924</b>	<b>18,264,369</b>	<b>1,517,445</b>	<b>18,284,942</b>

# Environmental Health Services (5900B) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	844,324	877,023	989,636	970,570	(19,066)	995,186
Fines, Forfeitures and Penalties	92,408	97,085	110,000	160,000	50,000	160,000
Intergovernmental Revenues	2,060,396	1,252,719	1,610,154	1,881,858	271,704	1,809,250
Charges for Services	7,349,182	8,112,026	7,860,424	8,422,840	562,416	8,410,662
Miscellaneous Revenue	270,325	242,123	275,000	245,000	(30,000)	245,000
Other Financing Sources	76,795	35,430	76,795	76,795		76,795
<b>Total Revenue</b>	<b>10,693,430</b>	<b>10,616,406</b>	<b>10,922,009</b>	<b>11,757,063</b>	<b>835,054</b>	<b>11,696,893</b>
Fund Balance	2,272,488	2,412,188	2,412,188	1,623,810	(788,378)	1,598,810
<b>TOTAL SOURCES</b>	<b>12,965,918</b>	<b>13,028,594</b>	<b>13,334,197</b>	<b>13,380,873</b>	<b>46,676</b>	<b>13,295,703</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	8,331,438	8,708,300	9,063,057	9,355,606	292,549	9,531,309
Services and Supplies	2,629,722	3,076,579	2,331,098	2,584,285	253,187	2,356,137
Other Charges	687,806	669,934	818,928	895,037	76,109	895,037
Fixed Assets		73,442	80,000	24,250	(55,750)	
Other Financing Uses	54,397					
<b>Gross Appropriations</b>	<b>11,703,363</b>	<b>12,528,256</b>	<b>12,293,083</b>	<b>12,859,178</b>	<b>566,095</b>	<b>12,782,483</b>
Intrafund Transfers	(52)			(22,259)	(22,259)	(22,259)
<b>Net Appropriations</b>	<b>11,703,312</b>	<b>12,528,256</b>	<b>12,293,083</b>	<b>12,836,919</b>	<b>543,836</b>	<b>12,760,224</b>
Contingencies/Dept Reserves	1,961,739	2,056,317	2,056,317	1,598,810	(457,507)	1,598,810
<b>TOTAL REQUIREMENTS</b>	<b>13,665,051</b>	<b>14,584,573</b>	<b>14,349,400</b>	<b>14,435,729</b>	<b>86,329</b>	<b>14,359,034</b>
<b>NET COUNTY COST</b>	<b>699,133</b>	<b>1,555,979</b>	<b>1,015,203</b>	<b>1,054,856</b>	<b>39,653</b>	<b>1,063,331</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	76.0	77.0	77.0	77.0		77.0
Funded FTE	75.5	76.6	76.6	76.7	0.0	76.7

# Behavioral Health and Recovery Services (6100B) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	28,587	31,372	31,372	32,355	983	32,355
Intergovernmental Revenues	64,729,510	70,453,627	70,290,716	71,999,072	1,708,356	71,999,072
Charges for Services	25,003,965	28,122,299	30,856,138	33,077,218	2,221,080	33,077,218
Interfund Revenue	8,165	9,561				
Miscellaneous Revenue	2,242,306	1,193,159	1,301,045	1,717,647	416,602	1,717,647
Other Financing Sources	40,224					
<b>Total Revenue</b>	<b>92,052,757</b>	<b>99,810,018</b>	<b>102,479,271</b>	<b>106,826,292</b>	<b>4,347,021</b>	<b>106,826,292</b>
Fund Balance	7,153,069	7,593,849	7,593,849	6,803,670	(790,179)	6,803,670
<b>TOTAL SOURCES</b>	<b>99,205,826</b>	<b>107,403,867</b>	<b>110,073,120</b>	<b>113,629,962</b>	<b>3,556,842</b>	<b>113,629,962</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	36,146,808	40,266,004	44,352,253	45,308,144	955,891	46,196,262
Services and Supplies	48,157,057	52,427,384	50,104,774	54,695,113	4,590,339	54,695,113
Other Charges	25,552,944	28,725,963	30,091,826	31,448,069	1,356,243	31,448,069
Other Financing Uses		27,226				
<b>Gross Appropriations</b>	<b>109,856,809</b>	<b>121,446,577</b>	<b>124,548,853</b>	<b>131,451,326</b>	<b>6,902,473</b>	<b>132,339,444</b>
Intrafund Transfers	(2,946,990)	(3,523,458)	(4,040,258)	(4,097,158)	(56,900)	(4,097,158)
<b>Net Appropriations</b>	<b>106,909,819</b>	<b>117,923,119</b>	<b>120,508,595</b>	<b>127,354,168</b>	<b>6,845,573</b>	<b>128,242,286</b>
Contingencies/Dept Reserves	4,910,300	7,456,200	7,456,200	6,522,447	(933,753)	6,522,447
<b>TOTAL REQUIREMENTS</b>	<b>111,820,119</b>	<b>125,379,319</b>	<b>127,964,795</b>	<b>133,876,615</b>	<b>5,911,820</b>	<b>134,764,733</b>
<b>NET COUNTY COST</b>	<b>12,614,293</b>	<b>17,975,452</b>	<b>17,891,675</b>	<b>20,246,653</b>	<b>2,354,978</b>	<b>21,134,771</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	392.0	412.0	412.0	412.0		412.0
Funded FTE	358.6	387.5	387.5	384.7	(2.8)	384.7

# Behavioral Health and Recovery Administration (6110P)

## General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	10,810,449	6,402,211	6,323,041	8,052,462	1,729,421	8,052,462
Charges for Services	2,707,865	15,244,285	5,389,577	2,850,399	(2,539,178)	2,850,399
Interfund Revenue	8,165					
Miscellaneous Revenue	18,528	45,606	101,525	568,172	466,647	568,172
Other Financing Sources	40,224					
<b>Total Revenue</b>	<b>13,585,230</b>	<b>21,692,102</b>	<b>11,814,143</b>	<b>11,471,033</b>	<b>(343,110)</b>	<b>11,471,033</b>
Fund Balance	7,015,420	7,456,200	7,456,200	6,666,021	(790,179)	6,666,021
<b>TOTAL SOURCES</b>	<b>20,600,650</b>	<b>29,148,302</b>	<b>19,270,343</b>	<b>18,137,054</b>	<b>(1,133,289)</b>	<b>18,137,054</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	4,791,738	5,564,383	5,812,517	6,191,485	378,968	6,148,803
Services and Supplies	4,099,203	4,016,347	4,843,000	5,826,447	983,447	5,826,447
Other Charges	1,031,483	1,581,187	2,631,104	2,716,146	85,042	2,716,146
<b>Gross Appropriations</b>	<b>9,922,424</b>	<b>11,161,916</b>	<b>13,286,621</b>	<b>14,734,078</b>	<b>1,447,457</b>	<b>14,691,396</b>
<b>Net Appropriations</b>	<b>9,922,424</b>	<b>11,161,916</b>	<b>13,286,621</b>	<b>14,734,078</b>	<b>1,447,457</b>	<b>14,691,396</b>
Contingencies/Dept Reserves	4,910,300	7,456,200	7,456,200	6,522,447	(933,753)	6,522,447
<b>TOTAL REQUIREMENTS</b>	<b>14,832,724</b>	<b>18,618,116</b>	<b>20,742,821</b>	<b>21,256,525</b>	<b>513,704</b>	<b>21,213,843</b>
<b>NET COUNTY COST</b>	<b>(5,767,926)</b>	<b>(10,530,185)</b>	<b>1,472,478</b>	<b>3,119,471</b>	<b>1,646,993</b>	<b>3,076,789</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	46.0	51.0	51.0	51.0		51.0
Funded FTE	42.2	48.1	48.1	48.4	0.4	48.4



Mental Health Youth Services (6130P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	10,526,654	14,051,818	15,179,712	18,391,535	3,211,823	18,391,535
Charges for Services	4,308,427	1,555,899	5,544,452	5,727,561	183,109	5,727,561
Miscellaneous Revenue	96,271	172,912	61,775	61,775		61,775
<b>TOTAL SOURCES</b>	<b>14,931,353</b>	<b>15,780,629</b>	<b>20,785,939</b>	<b>24,180,871</b>	<b>3,394,932</b>	<b>24,180,871</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	14,593,732	15,703,310	17,631,389	17,950,422	319,033	18,352,396
Services and Supplies	7,288,365	9,471,478	8,009,530	10,791,624	2,782,094	10,791,624
Other Charges	1,554,604	2,070,898	2,121,309	2,632,876	511,567	2,632,876
<b>Gross Appropriations</b>	<b>23,436,700</b>	<b>27,245,686</b>	<b>27,762,228</b>	<b>31,374,922</b>	<b>3,612,694</b>	<b>31,776,896</b>
Intrafund Transfers	(1,763,212)	(2,206,084)	(1,945,067)	(2,217,072)	(272,005)	(2,217,072)
<b>TOTAL REQUIREMENTS</b>	<b>21,673,488</b>	<b>25,039,602</b>	<b>25,817,161</b>	<b>29,157,850</b>	<b>3,340,689</b>	<b>29,559,824</b>
<b>NET COUNTY COST</b>	<b>6,742,135</b>	<b>9,258,973</b>	<b>5,031,222</b>	<b>4,976,979</b>	<b>(54,243)</b>	<b>5,378,953</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	168.0	169.0	169.0	169.0		169.0
Funded FTE	156.5	161.9	161.9	159.1	(2.8)	159.1

Mental Health Adult Services (6140P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	32,047,519	38,585,234	36,791,291	35,418,266	(1,373,025)	35,418,266
Charges for Services	17,092,224	10,445,766	18,986,552	23,548,241	4,561,689	23,548,241
Interfund Revenue		9,561				
Miscellaneous Revenue	1,546,156	546,925	81,200	81,200		81,200
<b>TOTAL SOURCES</b>	<b>50,685,899</b>	<b>49,587,485</b>	<b>55,859,043</b>	<b>59,047,707</b>	<b>3,188,664</b>	<b>59,047,707</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	14,381,340	16,213,950	17,614,306	17,886,626	272,320	18,322,488
Services and Supplies	34,390,970	36,899,388	34,361,092	36,434,170	2,073,078	36,434,170
Other Charges	11,122,860	12,097,818	12,468,670	12,557,592	88,922	12,557,592
Other Financing Uses		27,226				
<b>Gross Appropriations</b>	<b>59,895,170</b>	<b>65,238,382</b>	<b>64,444,068</b>	<b>66,878,388</b>	<b>2,434,320</b>	<b>67,314,250</b>
Intrafund Transfers	(178,727)	(483,533)	(1,088,992)	(1,061,278)	27,714	(1,061,278)
<b>TOTAL REQUIREMENTS</b>	<b>59,716,443</b>	<b>64,754,849</b>	<b>63,355,076</b>	<b>65,817,110</b>	<b>2,462,034</b>	<b>66,252,972</b>
<b>NET COUNTY COST</b>	<b>9,030,543</b>	<b>15,167,364</b>	<b>7,496,033</b>	<b>6,769,403</b>	<b>(726,630)</b>	<b>7,205,265</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	152.0	160.0	160.0	160.0		160.0
Funded FTE	135.6	147.0	147.0	147.0	0.0	147.0

Alcohol and Other Drug Services (6170P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	28,587	31,372	31,372	32,355	983	32,355
Intergovernmental Revenues	11,344,887	11,414,364	11,996,672	10,136,809	(1,859,863)	10,136,809
Charges for Services	895,450	876,349	935,557	951,017	15,460	951,017
Miscellaneous Revenue	581,350	427,717	1,056,545	1,006,500	(50,045)	1,006,500
<b>Total Revenue</b>	<b>12,850,275</b>	<b>12,749,802</b>	<b>14,020,146</b>	<b>12,126,681</b>	<b>(1,893,465)</b>	<b>12,126,681</b>
Fund Balance	137,649	137,649	137,649	137,649		137,649
<b>TOTAL SOURCES</b>	<b>12,987,924</b>	<b>12,887,451</b>	<b>14,157,795</b>	<b>12,264,330</b>	<b>(1,893,465)</b>	<b>12,264,330</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,379,998	2,784,361	3,294,041	3,279,611	(14,430)	3,372,575
Services and Supplies	2,378,520	2,040,171	2,891,152	1,642,872	(1,248,280)	1,642,872
Other Charges	11,843,997	12,976,061	12,870,743	13,541,455	670,712	13,541,455
<b>Gross Appropriations</b>	<b>16,602,515</b>	<b>17,800,593</b>	<b>19,055,936</b>	<b>18,463,938</b>	<b>(591,998)</b>	<b>18,556,902</b>
Intrafund Transfers	(1,005,050)	(833,841)	(1,006,199)	(818,808)	187,391	(818,808)
<b>TOTAL REQUIREMENTS</b>	<b>15,597,465</b>	<b>16,966,752</b>	<b>18,049,737</b>	<b>17,645,130</b>	<b>(404,607)</b>	<b>17,738,094</b>
<b>NET COUNTY COST</b>	<b>2,609,541</b>	<b>4,079,301</b>	<b>3,891,942</b>	<b>5,380,800</b>	<b>1,488,858</b>	<b>5,473,764</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	26.0	32.0	32.0	32.0		32.0
Funded FTE	24.3	30.5	30.5	30.1	(0.3)	30.1

Public Health Services (6200B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	565,402	492,457	615,122	644,342	29,220	644,342
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	15,318,537	15,359,392	15,373,475	13,999,820	(1,373,655)	13,999,820
Charges for Services	1,534,882	1,975,220	2,034,365	2,250,863	216,498	2,290,863
Interfund Revenue	496,909	579,471	553,700	455,390	(98,310)	480,390
Miscellaneous Revenue	986,010	1,016,648	677,444	388,269	(289,175)	388,269
<b>Total Revenue</b>	<b>18,901,741</b>	<b>19,423,188</b>	<b>19,329,106</b>	<b>17,813,684</b>	<b>(1,515,422)</b>	<b>17,878,684</b>
Fund Balance	4,189,262	2,670,413	2,670,413	2,648,501	(21,912)	2,648,501
<b>TOTAL SOURCES</b>	<b>23,091,003</b>	<b>22,093,601</b>	<b>21,999,519</b>	<b>20,462,185</b>	<b>(1,537,334)</b>	<b>20,527,185</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,871,136	13,392,555	13,694,897	14,253,705	558,808	14,523,948
Services and Supplies	9,998,658	9,178,920	9,174,927	9,020,114	(154,813)	9,020,114
Other Charges	3,086,121	3,016,274	4,276,039	3,650,342	(625,697)	3,596,366
Fixed Assets	768,541	68,198				
Other Financing Uses	20,437	178,877	200,000		(200,000)	
<b>Gross Appropriations</b>	<b>25,744,893</b>	<b>25,834,824</b>	<b>27,345,863</b>	<b>26,924,161</b>	<b>(421,702)</b>	<b>27,140,428</b>
Intrafund Transfers	(1,060,190)	(1,562,340)	(1,507,622)	(2,537,291)	(1,029,669)	(2,588,367)
<b>Net Appropriations</b>	<b>24,684,703</b>	<b>24,272,483</b>	<b>25,838,241</b>	<b>24,386,870</b>	<b>(1,451,371)</b>	<b>24,552,061</b>
Contingencies/Dept Reserves	1,023,356	1,252,510	1,252,510	1,433,757	181,247	1,433,757
<b>TOTAL REQUIREMENTS</b>	<b>25,708,059</b>	<b>25,524,993</b>	<b>27,090,751</b>	<b>25,820,627</b>	<b>(1,270,124)</b>	<b>25,985,818</b>
<b>NET COUNTY COST</b>	<b>2,617,056</b>	<b>3,431,393</b>	<b>5,091,232</b>	<b>5,358,442</b>	<b>267,210</b>	<b>5,458,633</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	120.0	122.0	122.0	121.0	(1.0)	121.0
Funded FTE	116.2	120.7	120.7	118.3	(2.4)	118.3

Chronic Disease and Injury Prevention (6210P)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	185,188	136,604	150,000	150,000		150,000
Charges for Services				40,000	40,000	40,000
Miscellaneous Revenue	349,544	537,488	610,000	300,000	(310,000)	300,000
<b>Total Revenue</b>	<b>534,732</b>	<b>674,092</b>	<b>760,000</b>	<b>490,000</b>	<b>(270,000)</b>	<b>490,000</b>
Fund Balance		104,781	104,781	104,781		104,781
<b>TOTAL SOURCES</b>	<b>534,732</b>	<b>778,873</b>	<b>864,781</b>	<b>594,781</b>	<b>(270,000)</b>	<b>594,781</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	134,907	423,782	422,778	425,009	2,231	438,906
Services and Supplies	289,761	14,995	229,579	25,470	(204,109)	25,470
Other Charges	135,894	447,304	536,654	306,815	(229,839)	306,815
<b>Gross Appropriations</b>	<b>560,562</b>	<b>886,081</b>	<b>1,189,011</b>	<b>757,294</b>	<b>(431,717)</b>	<b>771,191</b>
Intrafund Transfers		(4,736)		(5,133)	(5,133)	(5,133)
<b>Net Appropriations</b>	<b>560,562</b>	<b>881,345</b>	<b>1,189,011</b>	<b>752,161</b>	<b>(436,850)</b>	<b>766,058</b>
Contingencies/Dept Reserves		104,781	104,781	104,781		104,781
<b>TOTAL REQUIREMENTS</b>	<b>560,562</b>	<b>986,126</b>	<b>1,293,792</b>	<b>856,942</b>	<b>(436,850)</b>	<b>870,839</b>
<b>NET COUNTY COST</b>	<b>25,830</b>	<b>207,252</b>	<b>429,011</b>	<b>262,161</b>	<b>(166,850)</b>	<b>276,058</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	2.0	4.0	4.0	4.0		4.0
Funded FTE	2.0	4.0	4.0	4.0		4.0

# Disease Control and Prevention (6220P)

## General Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	565,402	492,457	615,122	644,342	29,220	644,342
Use of Money and Property			75,000	75,000		75,000
Intergovernmental Revenues	15,133,349	15,222,788	15,223,475	13,849,820	(1,373,655)	13,849,820
Charges for Services	1,534,882	1,975,220	2,034,365	2,210,863	176,498	2,250,863
Interfund Revenue	496,909	579,471	553,700	455,390	(98,310)	480,390
Miscellaneous Revenue	636,466	479,160	67,444	88,269	20,825	88,269
<b>Total Revenue</b>	<b>18,367,009</b>	<b>18,749,095</b>	<b>18,569,106</b>	<b>17,323,684</b>	<b>(1,245,422)</b>	<b>17,388,684</b>
Fund Balance	4,189,262	2,565,632	2,565,632	2,543,720	(21,912)	2,543,720
<b>TOTAL SOURCES</b>	<b>22,556,271</b>	<b>21,314,727</b>	<b>21,134,738</b>	<b>19,867,404</b>	<b>(1,267,334)</b>	<b>19,932,404</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	11,736,229	12,968,774	13,272,119	13,828,696	556,577	14,085,042
Services and Supplies	9,708,897	9,163,925	8,945,348	8,994,644	49,296	8,994,644
Other Charges	2,950,227	2,568,970	3,739,385	3,343,527	(395,858)	3,289,551
Fixed Assets	768,541	68,198				
Other Financing Uses	20,437	178,877	200,000		(200,000)	
<b>Gross Appropriations</b>	<b>25,184,331</b>	<b>24,948,743</b>	<b>26,156,852</b>	<b>26,166,867</b>	<b>10,015</b>	<b>26,369,237</b>
Intrafund Transfers	(1,060,190)	(1,557,604)	(1,507,622)	(2,532,158)	(1,024,536)	(2,583,234)
<b>Net Appropriations</b>	<b>24,124,141</b>	<b>23,391,139</b>	<b>24,649,230</b>	<b>23,634,709</b>	<b>(1,014,521)</b>	<b>23,786,003</b>
Contingencies/Dept Reserves	1,023,356	1,147,729	1,147,729	1,328,976	181,247	1,328,976
<b>TOTAL REQUIREMENTS</b>	<b>25,147,497</b>	<b>24,538,868</b>	<b>25,796,959</b>	<b>24,963,685</b>	<b>(833,274)</b>	<b>25,114,979</b>
<b>NET COUNTY COST</b>	<b>2,591,226</b>	<b>3,224,140</b>	<b>4,662,221</b>	<b>5,096,281</b>	<b>434,060</b>	<b>5,182,575</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	118.0	118.0	118.0	117.0	(1.0)	117.0
Funded FTE	114.2	116.7	116.7	114.3	(2.4)	114.3

Family Health Services (6240B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property			4,000	4,000		4,000
Intergovernmental Revenues	10,444,287	11,421,620	10,943,454	11,165,701	222,247	11,165,701
Charges for Services	2,627,426	2,625,139	3,139,085	2,984,920	(154,165)	2,984,920
Miscellaneous Revenue	2,603,243	2,501,402	2,577,829	2,366,306	(211,523)	2,366,306
<b>Total Revenue</b>	<b>15,674,956</b>	<b>16,548,161</b>	<b>16,664,368</b>	<b>16,520,927</b>	<b>(143,441)</b>	<b>16,520,927</b>
Fund Balance	40,908	1,774,506	1,774,506	1,583,544	(190,962)	1,583,544
<b>TOTAL SOURCES</b>	<b>15,715,864</b>	<b>18,322,667</b>	<b>18,438,874</b>	<b>18,104,471</b>	<b>(334,403)</b>	<b>18,104,471</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	16,319,108	17,691,886	18,905,146	19,950,214	1,045,068	20,178,485
Services and Supplies	3,807,681	6,115,875	4,901,132	3,471,500	(1,429,632)	3,399,160
Other Charges	1,398,276	1,676,997	2,065,621	2,508,958	443,337	2,437,946
<b>Gross Appropriations</b>	<b>21,525,065</b>	<b>25,484,759</b>	<b>25,871,899</b>	<b>25,930,672</b>	<b>58,773</b>	<b>26,015,591</b>
Intrafund Transfers	(425,157)	(1,577,041)	(554,954)	(703,346)	(148,392)	(703,346)
<b>Net Appropriations</b>	<b>21,099,908</b>	<b>23,907,718</b>	<b>25,316,945</b>	<b>25,227,326</b>	<b>(89,619)</b>	<b>25,312,245</b>
Contingencies/Dept Reserves	39,991	253,991	253,991	298,892	44,901	298,892
<b>TOTAL REQUIREMENTS</b>	<b>21,139,899</b>	<b>24,161,709</b>	<b>25,570,936</b>	<b>25,526,218</b>	<b>(44,718)</b>	<b>25,611,137</b>
<b>NET COUNTY COST</b>	<b>5,424,035</b>	<b>5,839,042</b>	<b>7,132,062</b>	<b>7,421,747</b>	<b>289,685</b>	<b>7,506,666</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	175.0	180.0	180.0	184.0	4.0	184.0
Funded FTE	162.6	167.6	167.6	173.7	6.0	173.7

# Correctional Services (6300B) General Fund

## FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	364,028	367,544	367,544	375,534	7,990	375,534
Charges for Services	1,055	1,604	750	1,100	350	1,100
Interfund Revenue	406,346	426,663	406,348	426,663	20,315	426,663
Miscellaneous Revenue	33,520	44,506	24,173	24,173		24,173
<b>Total Revenue</b>	<b>804,949</b>	<b>840,318</b>	<b>798,815</b>	<b>827,470</b>	<b>28,655</b>	<b>827,470</b>
Fund Balance	315,013	758,124	758,124	602,850	(155,274)	602,850
<b>TOTAL SOURCES</b>	<b>1,119,962</b>	<b>1,598,442</b>	<b>1,556,939</b>	<b>1,430,320</b>	<b>(126,619)</b>	<b>1,430,320</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	9,681,112	10,968,071	11,138,621	11,615,329	476,708	11,830,843
Services and Supplies	5,275,246	6,017,363	6,078,695	5,932,593	(146,102)	5,932,593
Other Charges	669,734	647,670	762,078	609,860	(152,218)	609,860
Fixed Assets	132,523		45,000	11,000	(34,000)	
<b>Gross Appropriations</b>	<b>15,758,615</b>	<b>17,633,105</b>	<b>18,024,394</b>	<b>18,168,782</b>	<b>144,388</b>	<b>18,373,296</b>
Intrafund Transfers	(9,079,455)	(9,739,511)	(9,602,777)	(9,869,482)	(266,705)	(10,044,076)
<b>Net Appropriations</b>	<b>6,679,160</b>	<b>7,893,593</b>	<b>8,421,617</b>	<b>8,299,300</b>	<b>(122,317)</b>	<b>8,329,220</b>
Contingencies/Dept Reserves	92,000	68,307	68,307	193,597	125,290	193,597
<b>TOTAL REQUIREMENTS</b>	<b>6,771,160</b>	<b>7,961,900</b>	<b>8,489,924</b>	<b>8,492,897</b>	<b>2,973</b>	<b>8,522,817</b>
<b>NET COUNTY COST</b>	<b>5,651,197</b>	<b>6,363,459</b>	<b>6,932,985</b>	<b>7,062,577</b>	<b>129,592</b>	<b>7,092,497</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	97.0	101.0	101.0	102.0	1.0	102.0
Funded FTE	90.2	96.0	96.0	97.0	1.0	97.0



Agricultural Commissioner/Sealer (6500B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Licenses, Permits and Franchises	421,041	497,908	471,900	471,900		471,900
Fines, Forfeitures and Penalties	15,841	55,798				
Intergovernmental Revenues	2,014,028	2,339,531	2,035,747	2,204,825	169,078	2,137,725
Charges for Services	139,101	142,905	176,700	166,700	(10,000)	166,700
Miscellaneous Revenue	12,177	20,564	200	200		200
<b>Total Revenue</b>	<b>2,602,189</b>	<b>3,056,707</b>	<b>2,684,547</b>	<b>2,843,625</b>	<b>159,078</b>	<b>2,776,525</b>
Fund Balance	81,384	236,795	236,795	384,954	148,159	129,000
<b>TOTAL SOURCES</b>	<b>2,683,573</b>	<b>3,293,502</b>	<b>2,921,342</b>	<b>3,228,579</b>	<b>307,237</b>	<b>2,905,525</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	2,959,154	3,200,601	3,150,850	3,397,389	246,539	3,472,156
Services and Supplies	59,595	187,589	338,076	293,488	(44,588)	86,634
Other Charges	429,122	629,963	493,883	639,242	145,359	463,228
Fixed Assets		7,107	10,000		(10,000)	
<b>Net Appropriations</b>	<b>3,447,871</b>	<b>4,025,260</b>	<b>3,992,809</b>	<b>4,330,119</b>	<b>337,310</b>	<b>4,022,018</b>
Contingencies/Dept Reserves	36,183	36,183	36,183	129,000	92,817	129,000
<b>TOTAL REQUIREMENTS</b>	<b>3,484,054</b>	<b>4,061,443</b>	<b>4,028,992</b>	<b>4,459,119</b>	<b>430,127</b>	<b>4,151,018</b>
<b>NET COUNTY COST</b>	<b>800,481</b>	<b>767,941</b>	<b>1,107,650</b>	<b>1,230,540</b>	<b>122,890</b>	<b>1,245,493</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	31.0	31.0	31.0	31.0		31.0
Funded FTE	27.2	28.7	28.7	29.4	0.7	29.4

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IHSS Public Authority GF (6900B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<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 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	5	23,185	80	40,023	39,943	40,023
Use of Money and Property	3,872	21,554	811	3,016	2,205	3,016
Intergovernmental Revenues	39,970,861	40,110,997	44,617,648	48,474,188	3,856,540	48,474,188
Charges for Services	110,292,051	106,728,524	117,330,959	118,600,342	1,269,383	122,729,778
Interfund Revenue	4,230,823	19,533,783	18,128,012	18,557,767	429,755	18,557,767
Miscellaneous Revenue	7,175,173	5,376,144	5,583,720	5,216,317	(367,403)	5,214,317
Other Financing Sources	54,652,211	55,064,753	55,074,754	55,064,754	(10,000)	55,064,754
<b>TOTAL SOURCES</b>	<b>216,324,996</b>	<b>226,858,941</b>	<b>240,735,984</b>	<b>245,956,407</b>	<b>5,220,423</b>	<b>250,083,843</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	126,534,173	134,973,714	143,091,057	141,973,653	(1,117,404)	146,372,638
Services and Supplies	56,718,885	57,861,836	56,489,555	63,230,214	6,740,659	62,942,917
Other Charges	23,165,678	23,975,546	31,131,708	30,765,391	(366,317)	30,766,032
Fixed Assets	15,669	55,399		25,000	25,000	25,000
Other Financing Uses	9,890,591	9,992,446	10,023,664	9,962,149	(61,515)	9,977,256
<b>TOTAL REQUIREMENTS</b>	<b>216,324,996</b>	<b>226,858,941</b>	<b>240,735,984</b>	<b>245,956,407</b>	<b>5,220,423</b>	<b>250,083,843</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	1,314.0	1,367.0	1,369.0	1,343.0	(26.0)	1,343.0
Funded FTE	1,180.3	1,232.8	1,236.8	1,213.4	(23.4)	1,213.4

# Administrative and Quality Management Services (6601B)

## Medical Center Enterprise Fund

### FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	4	2				
Use of Money and Property	3,872	21,554	811	3,016	2,205	3,016
Intergovernmental Revenues	38,415,509	34,025,668	35,691,096	38,482,678	2,791,582	38,482,678
Charges for Services	(195,122,690)	(210,613,990)	(236,828,224)	(249,781,134)	(12,952,910)	(249,979,006)
Interfund Revenue	3,117,018	18,162,100	17,559,082	17,580,877	21,795	17,580,877
Miscellaneous Revenue	3,765,267	2,175,332	2,430,521	663,408	(1,767,113)	663,408
Other Financing Sources	54,628,681	55,064,753	55,064,754	55,064,754		55,064,754
<b>TOTAL SOURCES</b>	<b>(95,192,340)</b>	<b>(101,164,580)</b>	<b>(126,081,960)</b>	<b>(137,986,401)</b>	<b>(11,904,441)</b>	<b>(138,184,273)</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	19,433,902	20,036,603	22,276,085	21,710,237	(565,848)	23,693,105
Services and Supplies	21,924,621	22,948,616	20,825,193	23,647,819	2,822,626	23,291,819
Other Charges	13,742,902	14,139,365	20,820,999	20,569,867	(251,132)	20,569,867
Fixed Assets	9,372					
Other Financing Uses	9,890,591	9,992,446	10,023,664	9,962,149	(61,515)	9,977,256
<b>TOTAL REQUIREMENTS</b>	<b>65,001,389</b>	<b>67,117,030</b>	<b>73,945,941</b>	<b>75,890,072</b>	<b>1,944,131</b>	<b>77,532,047</b>
<b>NET COUNTY COST</b>	<b>160,193,728</b>	<b>168,281,610</b>	<b>200,027,901</b>	<b>213,876,473</b>	<b>13,848,572</b>	<b>215,716,320</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	193.0	204.0	200.0	188.0	(12.0)	188.0
Funded FTE	191.4	203.5	199.5	188.2	(11.3)	188.2

Patient Care Services (6610B)  
Medical Center Enterprise Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	106,584,271	123,587,973	112,736,807	141,379,695	28,642,888	142,933,031
Miscellaneous Revenue	280,986	347,887	162,347	794,851	632,504	794,851
Other Financing Sources	(40,754)					
<b>TOTAL SOURCES</b>	<b>106,824,503</b>	<b>123,935,860</b>	<b>112,899,154</b>	<b>142,174,546</b>	<b>29,275,392</b>	<b>143,727,882</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	31,429,621	35,433,129	33,561,556	36,525,587	2,964,031	36,914,856
Services and Supplies	12,141,278	12,127,131	10,160,989	12,094,004	1,933,015	12,092,004
Other Charges	571,432	562,692	564,610	563,816	(794)	563,816
<b>TOTAL REQUIREMENTS</b>	<b>44,142,332</b>	<b>48,122,952</b>	<b>44,287,155</b>	<b>49,183,407</b>	<b>4,896,252</b>	<b>49,570,676</b>
<b>NET COUNTY COST</b>	<b>(62,682,171)</b>	<b>(75,812,908)</b>	<b>(68,611,999)</b>	<b>(92,991,139)</b>	<b>(24,379,140)</b>	<b>(94,157,206)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	268.0	261.0	264.0	266.0	2.0	266.0
Funded FTE	232.8	221.2	224.2	228.4	4.2	228.4

Clinical Ancillary and Support Services (6640B)  
Medical Center Enterprise Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	(37)	23,141	80	40,023	39,943	40,023
Charges for Services	74,383,768	72,169,803	80,082,703	82,943,379	2,860,676	84,048,519
Interfund Revenue	272,193	303,007	135,823		(135,823)	
Miscellaneous Revenue	2,645,100	2,150,396	2,730,999	2,716,444	(14,555)	2,716,444
Other Financing Sources	64,284		10,000		(10,000)	
<b>TOTAL SOURCES</b>	<b>77,365,309</b>	<b>74,646,347</b>	<b>82,959,605</b>	<b>85,699,846</b>	<b>2,740,241</b>	<b>86,804,986</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	21,552,016	22,069,174	23,699,085	21,973,848	(1,725,237)	22,539,739
Services and Supplies	16,926,749	17,361,919	18,377,573	19,027,510	649,937	19,091,774
Other Charges	4,824,884	5,126,376	5,219,533	5,183,905	(35,628)	5,184,546
Fixed Assets	6,297					
<b>TOTAL REQUIREMENTS</b>	<b>43,309,945</b>	<b>44,557,468</b>	<b>47,296,191</b>	<b>46,185,263</b>	<b>(1,110,928)</b>	<b>46,816,059</b>
<b>NET COUNTY COST</b>	<b>(34,055,364)</b>	<b>(30,088,878)</b>	<b>(35,663,414)</b>	<b>(39,514,583)</b>	<b>(3,851,169)</b>	<b>(39,988,927)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	245.0	237.0	239.0	229.0	(10.0)	229.0
Funded FTE	240.0	232.3	236.3	227.3	(9.0)	227.3

Long-Term Care Services (6680B)  
Medical Center Enterprise Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Charges for Services	70,546,676	68,146,333	93,885,173	78,743,820	(15,141,353)	79,940,937
Miscellaneous Revenue	104,762	182,964	55,315	74,403	19,088	74,403
<b>TOTAL SOURCES</b>	<b>70,651,437</b>	<b>68,329,297</b>	<b>93,940,488</b>	<b>78,818,223</b>	<b>(15,122,265)</b>	<b>80,015,340</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	23,986,979	24,447,733	21,585,688	23,153,902	1,568,214	23,656,877
Services and Supplies	2,687,447	2,034,273	1,774,105	1,649,915	(124,190)	1,656,354
Other Charges	2,646,765	2,706,005	2,800,701	2,865,183	64,482	2,865,183
<b>TOTAL REQUIREMENTS</b>	<b>29,321,191</b>	<b>29,188,011</b>	<b>26,160,494</b>	<b>27,669,000</b>	<b>1,508,506</b>	<b>28,178,414</b>
<b>NET COUNTY COST</b>	<b>(41,330,246)</b>	<b>(39,141,286)</b>	<b>(67,779,994)</b>	<b>(51,149,223)</b>	<b>16,630,771</b>	<b>(51,836,926)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	291.0	272.0	273.0	273.0		273.0
Funded FTE	227.6	219.6	220.6	216.3	(4.2)	216.3

Ambulatory and Medical Staff Services (6850B)  
Medical Center Enterprise Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	38	43				
Intergovernmental Revenues	1,555,352	6,085,329	8,926,552	9,991,510	1,064,958	9,991,510
Charges for Services	53,900,027	53,438,406	67,454,500	65,314,582	(2,139,918)	65,786,297
Interfund Revenue	841,612	1,068,676	433,107	976,890	543,783	976,890
Miscellaneous Revenue	379,058	519,565	204,538	967,211	762,673	965,211
<b>TOTAL SOURCES</b>	<b>56,676,087</b>	<b>61,112,018</b>	<b>77,018,697</b>	<b>77,250,193</b>	<b>231,496</b>	<b>77,719,908</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	30,131,655	32,987,075	41,968,643	38,610,079	(3,358,564)	39,568,061
Services and Supplies	3,038,789	3,389,897	5,351,695	6,810,966	1,459,271	6,810,966
Other Charges	1,379,694	1,441,109	1,725,865	1,582,620	(143,245)	1,582,620
Fixed Assets		55,399		25,000	25,000	25,000
<b>TOTAL REQUIREMENTS</b>	<b>34,550,139</b>	<b>37,873,480</b>	<b>49,046,203</b>	<b>47,028,665</b>	<b>(2,017,538)</b>	<b>47,986,647</b>
<b>NET COUNTY COST</b>	<b>(22,125,948)</b>	<b>(23,238,538)</b>	<b>(27,972,494)</b>	<b>(30,221,528)</b>	<b>(2,249,034)</b>	<b>(29,733,261)</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	317.0	393.0	393.0	387.0	(6.0)	387.0
Funded FTE	288.5	356.2	356.2	353.1	(3.1)	353.1



Medical Center Capital Purchases (6750D)  
 Medical Center Enterprise Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues			800,000	800,000		800,000
Interfund Revenue		18,510	858,800		(858,800)	
Miscellaneous Revenue	3,458,450	1,253,774	2,000,000	2,900,000	900,000	2,900,000
Other Financing Sources		658,800		681,582	681,582	
<b>TOTAL SOURCES</b>	<b>3,458,450</b>	<b>1,931,084</b>	<b>3,658,800</b>	<b>4,381,582</b>	<b>722,782</b>	<b>3,700,000</b>
<b>REQUIREMENTS</b>						
Services and Supplies	14,026	325,382				
Fixed Assets	3,338,999	1,588,830	3,648,800	3,700,000	51,200	3,700,000
Other Financing Uses	54,613	16,873	10,000	962,582	952,582	
Intrafund Transfers				(281,000)	(281,000)	
<b>Net Appropriations</b>	<b>3,407,637</b>	<b>1,931,084</b>	<b>3,658,800</b>	<b>4,381,582</b>	<b>722,782</b>	<b>3,700,000</b>
Contingencies/Dept Reserves	50,813					
<b>TOTAL REQUIREMENTS</b>	<b>3,458,450</b>	<b>1,931,084</b>	<b>3,658,800</b>	<b>4,381,582</b>	<b>722,782</b>	<b>3,700,000</b>

Contributions to Medical Center (5850D)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	12,355,599	12,482,625	12,482,625	12,755,011	272,386	12,755,011
Miscellaneous Revenue	6,870,315	7,021,850	7,828,854	7,368,814	(460,040)	7,368,814
<b>TOTAL SOURCES</b>	<b>19,225,914</b>	<b>19,504,475</b>	<b>20,311,479</b>	<b>20,123,825</b>	<b>(187,654)</b>	<b>20,123,825</b>
<b>REQUIREMENTS</b>						
Services and Supplies	15,780,490	13,653,946	19,000,000	20,000,000	1,000,000	20,000,000
Other Charges	2,281,715	8,557,803				
Other Financing Uses	54,505,877	55,064,753	58,217,280	58,109,653	(107,627)	58,217,280
<b>TOTAL REQUIREMENTS</b>	<b>72,568,082</b>	<b>77,276,502</b>	<b>77,217,280</b>	<b>78,109,653</b>	<b>892,373</b>	<b>78,217,280</b>
<b>NET COUNTY COST</b>	<b>53,342,168</b>	<b>57,772,027</b>	<b>56,905,801</b>	<b>57,985,828</b>	<b>1,080,027</b>	<b>58,093,455</b>

First 5 San Mateo County (1950B)  
First 5 Fund (Information Only)

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	1,602,201	1,520,814	1,100,000	1,100,000		950,000
Intergovernmental Revenues	10,702,988	9,715,787	9,530,201	9,230,986	(299,215)	8,702,861
Miscellaneous Revenue	264,774		265,000		(265,000)	
<b>Total Revenue</b>	<b>12,569,962</b>	<b>11,236,602</b>	<b>10,895,201</b>	<b>10,330,986</b>	<b>(564,215)</b>	<b>9,652,861</b>
Fund Balance	39,715,669	35,572,468	36,944,577	35,822,026	(1,122,551)	31,810,416
<b>TOTAL SOURCES</b>	<b>52,285,631</b>	<b>46,809,070</b>	<b>47,839,778</b>	<b>46,153,012</b>	<b>(1,686,766)</b>	<b>41,463,277</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,184,303	1,080,165	1,276,253	1,324,700	48,447	1,366,000
Services and Supplies	345,071	349,246	1,251,158	1,395,327	144,169	1,039,185
Other Charges	13,811,680	9,557,633	12,152,767	11,622,569	(530,198)	11,748,211
<b>Net Appropriations</b>	<b>15,341,054</b>	<b>10,987,043</b>	<b>14,680,178</b>	<b>14,342,596</b>	<b>(337,582)</b>	<b>14,153,396</b>
Non-General Fund Reserves	36,944,577	35,822,026	33,159,600	31,810,416	(1,349,184)	27,309,881
<b>TOTAL REQUIREMENTS</b>	<b>52,285,631</b>	<b>46,809,069</b>	<b>47,839,778</b>	<b>46,153,012</b>	<b>(1,686,766)</b>	<b>41,463,277</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	12.0	12.0	12.0	12.0		12.0
Funded FTE	11.4	11.5	11.5	12.0	0.5	12.0

Department of Child Support Services (2600B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	10,998,958	11,026,033	11,411,334	10,896,949	(514,385)	10,896,949
Miscellaneous Revenue				500,000	500,000	500,000
<b>TOTAL SOURCES</b>	10,998,958	11,026,033	11,411,334	11,396,949	(14,385)	11,396,949
<b>REQUIREMENTS</b>						
Salaries and Benefits	8,758,590	8,561,142	9,447,751	9,800,190	352,439	9,748,856
Services and Supplies	633,029	1,031,284	561,300	544,419	(16,881)	556,684
Other Charges	1,607,339	1,409,334	1,402,283	1,302,340	(99,943)	1,341,409
Fixed Assets		24,274				
<b>Gross Appropriations</b>	10,998,958	11,026,033	11,411,334	11,646,949	235,615	11,646,949
Intrafund Transfers				(250,000)	(250,000)	(250,000)
<b>TOTAL REQUIREMENTS</b>	10,998,958	11,026,033	11,411,334	11,396,949	(14,385)	11,396,949
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	102.0	98.0	98.0	98.0		98.0
Funded FTE	100.8	96.7	96.7	97.2	0.5	97.2

Human Services Agency (7000D)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	131,592,593	132,879,551	157,055,896	161,970,930	4,915,034	163,811,719
Charges for Services	1,275,950	1,073,317	1,401,105	1,533,000	131,895	1,533,000
Interfund Revenue	30,039	31,731				
Miscellaneous Revenue	2,583,537	2,206,751	1,624,849	1,468,140	(156,709)	1,468,140
<b>Total Revenue</b>	<b>135,482,119</b>	<b>136,191,349</b>	<b>160,081,850</b>	<b>164,972,070</b>	<b>4,890,220</b>	<b>166,812,859</b>
Fund Balance	6,594,706	10,965,913	10,965,913	12,083,584	1,117,671	10,194,929
<b>TOTAL SOURCES</b>	<b>142,076,825</b>	<b>147,157,262</b>	<b>171,047,763</b>	<b>177,055,654</b>	<b>6,007,891</b>	<b>177,007,788</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	74,127,494	78,825,254	86,904,310	91,917,047	5,012,737	94,105,247
Services and Supplies	41,059,627	43,922,155	55,250,779	56,907,894	1,657,115	55,471,307
Other Charges	59,815,380	60,124,158	71,508,414	72,835,298	1,326,884	72,751,980
Fixed Assets	362,466	611,880	992,000	492,000	(500,000)	
Other Financing Uses	1,311,738	318,406	318,406	324,565	6,159	324,565
<b>Gross Appropriations</b>	<b>176,676,704</b>	<b>183,801,853</b>	<b>214,973,909</b>	<b>222,476,804</b>	<b>7,502,895</b>	<b>222,653,099</b>
Intrafund Transfers	(21,447,842)	(23,626,224)	(26,374,471)	(28,706,526)	(2,332,055)	(28,535,935)
<b>Net Appropriations</b>	<b>155,228,862</b>	<b>160,175,629</b>	<b>188,599,438</b>	<b>193,770,278</b>	<b>5,170,840</b>	<b>194,117,164</b>
Contingencies/Dept Reserves	4,627,320	8,289,902	8,289,902	10,194,929	1,905,027	10,194,929
<b>TOTAL REQUIREMENTS</b>	<b>159,856,182</b>	<b>168,465,531</b>	<b>196,889,340</b>	<b>203,965,207</b>	<b>7,075,867</b>	<b>204,312,093</b>
<b>NET COUNTY COST</b>	<b>17,779,357</b>	<b>21,308,269</b>	<b>25,841,577</b>	<b>26,909,553</b>	<b>1,067,976</b>	<b>27,304,305</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	820.0	852.0	852.0	856.0	4.0	856.0
Funded FTE	805.0	845.7	845.7	853.0	7.4	853.0

Program Support (7010B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	1,723,386	1,762,905	1,374,908	1,248,879	(126,029)	1,282,276
Miscellaneous Revenue	87,699	45,187				
<b>Total Revenue</b>	<b>1,811,085</b>	<b>1,808,092</b>	<b>1,374,908</b>	<b>1,248,879</b>	<b>(126,029)</b>	<b>1,282,276</b>
Fund Balance	3,860,830	7,466,728	7,466,728	9,271,755	1,805,027	9,271,755
<b>TOTAL SOURCES</b>	<b>5,671,915</b>	<b>9,274,820</b>	<b>8,841,636</b>	<b>10,520,634</b>	<b>1,678,998</b>	<b>10,554,031</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	10,224,164	10,890,521	10,961,276	12,207,252	1,245,976	12,482,235
Services and Supplies	2,567,981	2,335,468	3,403,060	4,640,875	1,237,815	4,640,875
Other Charges	2,395,065	2,975,694	2,732,962	3,171,225	438,263	3,171,225
Fixed Assets	352,554	595,212	960,000	460,000	(500,000)	
<b>Gross Appropriations</b>	<b>15,539,764</b>	<b>16,796,894</b>	<b>18,057,298</b>	<b>20,479,352</b>	<b>2,422,054</b>	<b>20,294,335</b>
Intrafund Transfers	(16,311,915)	(18,129,400)	(19,929,091)	(18,832,029)	1,097,062	(18,611,389)
<b>Net Appropriations</b>	<b>(772,151)</b>	<b>(1,332,506)</b>	<b>(1,871,793)</b>	<b>1,647,323</b>	<b>3,519,116</b>	<b>1,682,946</b>
Contingencies/Dept Reserves	3,557,811	7,366,728	7,366,728	9,271,755	1,905,027	9,271,755
<b>TOTAL REQUIREMENTS</b>	<b>2,785,660</b>	<b>6,034,222</b>	<b>5,494,935</b>	<b>10,919,078</b>	<b>5,424,143</b>	<b>10,954,701</b>
<b>NET COUNTY COST</b>	<b>(2,886,255)</b>	<b>(3,240,599)</b>	<b>(3,346,701)</b>	<b>398,444</b>	<b>3,745,145</b>	<b>400,670</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	116.0	102.0	102.0	105.0	3.0	105.0
Funded FTE	115.0	102.0	102.0	105.0	3.0	105.0

Office of the Agency Director (7100B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Miscellaneous Revenue	4,948	14,173				
<b>TOTAL SOURCES</b>	4,948	14,173				
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,912,275	2,418,997	2,377,722	2,602,479	224,757	2,652,528
Services and Supplies	356,358	592,652	1,342,500	774,800	(567,700)	774,800
Other Charges	2,249	106				
<b>Gross Appropriations</b>	2,270,882	3,011,755	3,720,222	3,377,279	(342,943)	3,427,328
Intrafund Transfers				(3,377,279)	(3,377,279)	(3,427,328)
<b>TOTAL REQUIREMENTS</b>	2,270,882	3,011,755	3,720,222		(3,720,222)	
<b>NET COUNTY COST</b>	2,265,934	2,997,582	3,720,222		(3,720,222)	
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution		21.0	21.0	20.0	(1.0)	20.0
Funded FTE		20.0	20.0	20.0		20.0

Economic Self-Sufficiency (7200B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	71,272,182	72,121,842	87,825,344	90,525,296	2,699,952	91,742,363
Charges for Services	1,275,950	1,073,317	1,401,105	1,533,000	131,895	1,533,000
Interfund Revenue	30,039	31,731				
Miscellaneous Revenue	1,196,627	1,130,997	626,693	450,000	(176,693)	450,000
<b>Total Revenue</b>	<b>73,774,797</b>	<b>74,357,887</b>	<b>89,853,142</b>	<b>92,508,296</b>	<b>2,655,154</b>	<b>93,725,363</b>
Fund Balance		139,828	139,828	23,304	(116,524)	
<b>TOTAL SOURCES</b>	<b>73,774,797</b>	<b>74,497,715</b>	<b>89,992,970</b>	<b>92,531,600</b>	<b>2,538,630</b>	<b>93,725,363</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	35,898,853	37,755,662	44,219,914	45,161,004	941,090	46,300,208
Services and Supplies	19,036,696	21,137,002	25,910,394	26,752,115	841,721	26,902,162
Other Charges	28,214,243	27,336,422	33,435,863	33,796,380	360,517	33,796,380
Fixed Assets	9,912		32,000	32,000		
Other Financing Uses	230,687	235,621	237,433	237,763	330	237,763
<b>Gross Appropriations</b>	<b>83,390,391</b>	<b>86,464,706</b>	<b>103,835,604</b>	<b>105,979,262</b>	<b>2,143,658</b>	<b>107,236,513</b>
Intrafund Transfers	(4,247,692)	(4,148,986)	(5,297,435)	(5,110,682)	186,753	(5,110,682)
<b>TOTAL REQUIREMENTS</b>	<b>79,142,699</b>	<b>82,315,720</b>	<b>98,538,169</b>	<b>100,868,580</b>	<b>2,330,411</b>	<b>102,125,831</b>
<b>NET COUNTY COST</b>	<b>5,367,902</b>	<b>7,818,005</b>	<b>8,545,199</b>	<b>8,336,980</b>	<b>(208,219)</b>	<b>8,400,468</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	439.0	464.0	464.0	457.0	(7.0)	457.0
Funded FTE	428.6	459.7	459.7	455.5	(4.1)	455.5



Child Welfare Services (7400B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	50,388,673	50,980,467	57,599,122	58,240,736	641,614	58,801,945
Miscellaneous Revenue	1,285,003	968,112	998,156	771,678	(226,478)	771,678
<b>Total Revenue</b>	<b>51,673,677</b>	<b>51,948,580</b>	<b>58,597,278</b>	<b>59,012,414</b>	<b>415,136</b>	<b>59,573,623</b>
Fund Balance	1,990,041	2,860,357	2,860,357	1,875,190	(985,167)	109,839
<b>TOTAL SOURCES</b>	<b>53,663,718</b>	<b>54,808,937</b>	<b>61,457,635</b>	<b>60,887,604</b>	<b>(570,031)</b>	<b>59,683,462</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	25,045,962	26,565,691	28,142,901	26,720,998	(1,421,903)	27,417,603
Services and Supplies	14,759,562	15,885,502	19,975,869	17,858,681	(2,117,188)	16,321,501
Other Charges	22,803,188	22,947,741	26,967,699	26,943,504	(24,195)	26,860,186
Fixed Assets		16,668				
Other Financing Uses	1,077,934	79,601	77,859	83,463	5,604	83,463
<b>Gross Appropriations</b>	<b>63,686,646</b>	<b>65,495,203</b>	<b>75,164,328</b>	<b>71,606,646</b>	<b>(3,557,682)</b>	<b>70,682,753</b>
Intrafund Transfers	(459,392)	(463,812)	(463,812)	(516,159)	(52,347)	(516,159)
<b>Net Appropriations</b>	<b>63,227,254</b>	<b>65,031,391</b>	<b>74,700,516</b>	<b>71,090,487</b>	<b>(3,610,029)</b>	<b>70,166,594</b>
Contingencies/Dept Reserves	609,839	609,839	609,839	609,839		609,839
<b>TOTAL REQUIREMENTS</b>	<b>63,837,093</b>	<b>65,641,230</b>	<b>75,310,355</b>	<b>71,700,326</b>	<b>(3,610,029)</b>	<b>70,776,433</b>
<b>NET COUNTY COST</b>	<b>10,173,375</b>	<b>10,832,294</b>	<b>13,852,720</b>	<b>10,812,722</b>	<b>(3,039,998)</b>	<b>11,092,971</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	252.0	251.0	251.0	225.0	(26.0)	225.0
Funded FTE	249.3	250.0	250.0	224.5	(25.5)	224.5

Prevention and Early Intervention (7500B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Intergovernmental Revenues	8,208,352	8,014,337	10,256,522	11,956,019	1,699,497	11,985,135
Miscellaneous Revenue	9,260	48,281		246,462	246,462	246,462
<b>Total Revenue</b>	<b>8,217,612</b>	<b>8,062,618</b>	<b>10,256,522</b>	<b>12,202,481</b>	<b>1,945,959</b>	<b>12,231,597</b>
Fund Balance	743,835	499,000	499,000	913,335	414,335	813,335
<b>TOTAL SOURCES</b>	<b>8,961,447</b>	<b>8,561,618</b>	<b>10,755,522</b>	<b>13,115,816</b>	<b>2,360,294</b>	<b>13,044,932</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	1,046,239	1,194,384	1,202,497	5,225,314	4,022,817	5,252,673
Services and Supplies	4,339,030	3,971,532	4,618,956	6,881,423	2,262,467	6,831,969
Other Charges	6,400,635	6,864,196	8,371,890	8,924,189	552,299	8,924,189
Other Financing Uses	3,117	3,184	3,114	3,339	225	3,339
<b>Gross Appropriations</b>	<b>11,789,022</b>	<b>12,033,295</b>	<b>14,196,457</b>	<b>21,034,265</b>	<b>6,837,808</b>	<b>21,012,170</b>
Intrafund Transfers	(428,843)	(884,026)	(684,133)	(870,377)	(186,244)	(870,377)
<b>Net Appropriations</b>	<b>11,360,179</b>	<b>11,149,269</b>	<b>13,512,324</b>	<b>20,163,888</b>	<b>6,651,564</b>	<b>20,141,793</b>
Contingencies/Dept Reserves	459,670	313,335	313,335	313,335		313,335
<b>TOTAL REQUIREMENTS</b>	<b>11,819,849</b>	<b>11,462,604</b>	<b>13,825,659</b>	<b>20,477,223</b>	<b>6,651,564</b>	<b>20,455,128</b>
<b>NET COUNTY COST</b>	<b>2,858,402</b>	<b>2,900,986</b>	<b>3,070,137</b>	<b>7,361,407</b>	<b>4,291,270</b>	<b>7,410,196</b>
<b>AUTHORIZED POSITIONS</b>						
Salary Resolution	13.0	14.0	14.0	49.0	35.0	49.0
Funded FTE	12.2	14.0	14.0	48.0	34.0	48.0

Non-Departmental Services (8000B)  
General Funds

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Taxes	315,056,259	340,475,498	288,021,972	332,141,487	44,119,515	347,779,529
Licenses, Permits and Franchises	432,160	419,229	432,160	419,229	(12,931)	419,229
Use of Money and Property	21,403,811	18,035,168	16,464,043	14,099,145	(2,364,898)	14,479,395
Intergovernmental Revenues	3,110,964	1,614,162	2,287,335	2,241,761	(45,574)	2,241,761
Charges for Services	23,759	62,725		205	205	205
Interfund Revenue	10,830,596	8,771,323	9,964,946	9,336,155	(628,791)	9,336,155
Miscellaneous Revenue	493,374	278,325	300,000	12,100,000	11,800,000	300,000
Other Financing Sources				1,960,036	1,960,036	
<b>Total Revenue</b>	<b>351,350,923</b>	<b>369,656,430</b>	<b>317,470,456</b>	<b>372,298,018</b>	<b>54,827,562</b>	<b>374,556,274</b>
Fund Balance	244,330,694	239,615,459	239,615,459	217,508,722	(22,106,737)	196,299,246
<b>TOTAL SOURCES</b>	<b>595,681,617</b>	<b>609,271,889</b>	<b>557,085,915</b>	<b>589,806,740</b>	<b>32,720,825</b>	<b>570,855,520</b>
<b>REQUIREMENTS</b>						
Salaries and Benefits	264,167		5,250,000	5,270,000	20,000	5,270,000
Services and Supplies	8,049,738	12,715,270	20,359,198	17,698,847	(2,660,351)	12,190,436
Other Charges	6,923,568	2,785,702	12,603,260	16,525,060	3,921,800	8,153,000
Fixed Assets				3,000,000	3,000,000	
Other Financing Uses	59,366,520	74,886,732	17,747,825	16,843,608	(904,217)	9,930,683
<b>Gross Appropriations</b>	<b>74,603,993</b>	<b>90,387,704</b>	<b>55,960,283</b>	<b>59,337,515</b>	<b>3,377,232</b>	<b>35,544,119</b>
Intrafund Transfers	(402,924)	(530,016)	(409,433)	(550,434)	(141,001)	(550,434)
<b>Net Appropriations</b>	<b>74,201,069</b>	<b>89,857,688</b>	<b>55,550,850</b>	<b>58,787,081</b>	<b>3,236,231</b>	<b>34,993,685</b>
Contingencies/Dept Reserves	135,651,878	94,184,165	156,243,843	164,992,401	8,748,558	165,860,126
<b>TOTAL REQUIREMENTS</b>	<b>209,852,947</b>	<b>184,041,853</b>	<b>211,794,693</b>	<b>223,779,482</b>	<b>11,984,789</b>	<b>200,853,811</b>
<b>NET COUNTY COST</b>	<b>(385,828,670)</b>	<b>(425,230,036)</b>	<b>(345,291,222)</b>	<b>(366,027,258)</b>	<b>(20,736,036)</b>	<b>(370,001,709)</b>

Sergeants/Teamsters Retiree Health (8050B)  
Sergeants/Teamsters Retiree Health Funds

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	37					
<b>Total Revenue</b>	37					
Fund Balance	13,221					
<b>TOTAL SOURCES</b>	13,258					
<b>REQUIREMENTS</b>						
Salaries and Benefits	13,258					
<b>TOTAL REQUIREMENTS</b>	13,258					

Contingencies (8100B)  
General Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>REQUIREMENTS</b>						
Contingencies/Dept Reserves	28,243,170	29,527,837	29,524,837	30,415,719	890,882	30,048,116
<b>TOTAL REQUIREMENTS</b>	28,243,170	29,527,837	29,524,837	30,415,719	890,882	30,048,116

Accumulated Capital Outlay Fund (8200B)  
Accumulated Capital Outlay Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	237	240	200	200		200
<b>Total Revenue</b>	237	240	200	200		200
Fund Balance	5,406	5,643	5,643	5,883	240	6,083
<b>TOTAL SOURCES</b>	5,643	5,883	5,843	6,083	240	6,283
<b>REQUIREMENTS</b>						
Contingencies/Dept Reserves	5,643	5,883	5,843	6,083	240	6,283
<b>TOTAL REQUIREMENTS</b>	5,643	5,883	5,843	6,083	240	6,283

Courthouse Construction Fund (8300B)  
 Courthouse Temporary Construction Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties		2,670				
Use of Money and Property	132,449	153,891	100,055	100,055		100,055
Charges for Services	1,263,486	1,192,440	1,300,000	1,300,000		1,300,000
<b>Total Revenue</b>	<b>1,395,935</b>	<b>1,349,001</b>	<b>1,400,055</b>	<b>1,400,055</b>		<b>1,400,055</b>
Fund Balance	3,124,962	3,598,781	3,598,781	3,919,535	320,754	3,778,687
<b>TOTAL SOURCES</b>	<b>4,520,897</b>	<b>4,947,782</b>	<b>4,998,836</b>	<b>5,319,590</b>	<b>320,754</b>	<b>5,178,742</b>
<b>REQUIREMENTS</b>						
Other Financing Uses	922,115	1,028,248	1,235,748	1,540,903	305,155	1,448,028
<b>Net Appropriations</b>	<b>922,115</b>	<b>1,028,248</b>	<b>1,235,748</b>	<b>1,540,903</b>	<b>305,155</b>	<b>1,448,028</b>
Non-General Fund Reserves	3,598,782	3,919,535	3,763,088	3,778,687	15,599	3,730,714
<b>TOTAL REQUIREMENTS</b>	<b>4,520,897</b>	<b>4,947,782</b>	<b>4,998,836</b>	<b>5,319,590</b>	<b>320,754</b>	<b>5,178,742</b>

Criminal Justice Construction Fund (8400B)  
Criminal Justice Temporary Construction Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Fines, Forfeitures and Penalties	7,449	1,953				
Use of Money and Property	88,198	44,309	45,000	45,000		45,000
Charges for Services	1,257,293	1,195,359	1,200,000	1,200,000		1,200,000
<b>Total Revenue</b>	<b>1,352,940</b>	<b>1,241,621</b>	<b>1,245,000</b>	<b>1,245,000</b>		<b>1,245,000</b>
Fund Balance	1,415,363	1,668,303	1,668,303	898,422	(769,881)	971,729
<b>TOTAL SOURCES</b>	<b>2,768,303</b>	<b>2,909,924</b>	<b>2,913,303</b>	<b>2,143,422</b>	<b>(769,881)</b>	<b>2,216,729</b>
<b>REQUIREMENTS</b>						
Other Charges		900,934	900,934		(900,934)	
Other Financing Uses	1,100,000	1,110,567	1,111,317	1,171,693	60,376	1,139,732
<b>Net Appropriations</b>	<b>1,100,000</b>	<b>2,011,501</b>	<b>2,012,251</b>	<b>1,171,693</b>	<b>(840,558)</b>	<b>1,139,732</b>
Non-General Fund Reserves	1,668,303	898,422	901,052	971,729	70,677	1,076,997
<b>TOTAL REQUIREMENTS</b>	<b>2,768,303</b>	<b>2,909,924</b>	<b>2,913,303</b>	<b>2,143,422</b>	<b>(769,881)</b>	<b>2,216,729</b>



Capital Projects (8500B)  
Capital Projects Funds

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	89,537	83,786				
Intergovernmental Revenues	25,000	44,727	3,344,731		(3,344,731)	
Charges for Services	170	1,040	5,438,051	1,079,029	(4,359,022)	540,014
Interfund Revenue			225,000		(225,000)	
Miscellaneous Revenue	217,433	25,379	3,030,946	28,256	(3,002,690)	14,128
Other Financing Sources	9,630,298	8,434,282	18,071,737	21,834,125	3,762,388	10,917,060
<b>Total Revenue</b>	<b>9,962,437</b>	<b>8,589,214</b>	<b>30,110,465</b>	<b>22,941,410</b>	<b>(7,169,055)</b>	<b>11,471,202</b>
Fund Balance	2,112,101	2,307,642	2,307,642	1,946,680	(360,962)	973,340
<b>TOTAL SOURCES</b>	<b>12,074,538</b>	<b>10,896,856</b>	<b>32,418,107</b>	<b>24,888,090</b>	<b>(7,530,017)</b>	<b>12,444,542</b>
<b>REQUIREMENTS</b>						
Other Charges	2,000,000					
Fixed Assets	7,766,896	8,950,177	30,110,465	24,888,090	(5,222,375)	12,444,542
<b>Gross Appropriations</b>	<b>9,766,896</b>	<b>8,950,177</b>	<b>30,110,465</b>	<b>24,888,090</b>	<b>(5,222,375)</b>	<b>12,444,542</b>
<b>Net Appropriations</b>	<b>9,766,896</b>	<b>8,950,177</b>	<b>30,110,465</b>	<b>24,888,090</b>	<b>(5,222,375)</b>	<b>12,444,542</b>
Contingencies/Dept Reserves	2,307,642	1,946,680	2,307,642		(2,307,642)	
<b>TOTAL REQUIREMENTS</b>	<b>12,074,538</b>	<b>10,896,857</b>	<b>32,418,107</b>	<b>24,888,090</b>	<b>(7,530,017)</b>	<b>12,444,542</b>

Debt Service Fund (8900B)  
Debt Service Fund

FY 2008-09 and 2009-10 Budget Unit Summary

	Actual 2006-07	Actual 2007-08	Revised 2007-08	Adopted 2008-09	Change 2008-09	Adopted 2009-10
<b>SOURCES</b>						
Use of Money and Property	1,021,118	1,016,540				
Other Financing Sources	22,036,612	28,758,242	27,686,013	30,225,449	2,539,436	30,411,099
<b>Total Revenue</b>	<b>23,057,730</b>	<b>29,774,782</b>	<b>27,686,013</b>	<b>30,225,449</b>	<b>2,539,436</b>	<b>30,411,099</b>
Fund Balance	20,394,390	22,052,946	22,052,947	23,970,476	1,917,529	15,611,351
<b>TOTAL SOURCES</b>	<b>43,452,120</b>	<b>51,827,728</b>	<b>49,738,960</b>	<b>54,195,925</b>	<b>4,456,965</b>	<b>46,022,450</b>
<b>REQUIREMENTS</b>						
Other Charges	21,399,173	27,857,252	28,282,033	38,584,574	10,302,541	38,770,422
<b>Net Appropriations</b>	<b>21,399,173</b>	<b>27,857,252</b>	<b>28,282,033</b>	<b>38,584,574</b>	<b>10,302,541</b>	<b>38,770,422</b>
Non-General Fund Reserves	22,052,947	23,970,476	21,456,927	15,611,351	(5,845,576)	7,252,028
<b>TOTAL REQUIREMENTS</b>	<b>43,452,120</b>	<b>51,827,728</b>	<b>49,738,960</b>	<b>54,195,925</b>	<b>4,456,965</b>	<b>46,022,450</b>

# *Controller's Schedules*



*Adopted Budget*  
*FY 2008-09*  
*FY 2009-10*



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 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 1**

COUNTY FUNDS (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated 6/30/08 (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	285,425,092		967,200,800	1,252,625,892	1,252,625,892		1,252,625,892
00102 EMERGENCY MEDICAL SERVICES FD	2,301,485		2,299,815	4,601,300	4,601,300		4,601,300
00105 IHSS PUBLIC AUTHORITY FD	3,496,964		14,767,405	18,264,369	18,264,369		18,264,369
00106 FISH AND GAME PROPAGATION FD	76,142		6,000	82,142	82,142		82,142
00107 OFF-HIGHWAY VEHICLE LICENSE FEES FD	199,664		7,500	207,164	207,164		207,164
00108 STRUCTURAL FIRE PROTECTION FD	213,175		6,585,422	6,798,597	6,798,597		6,798,597
00110 ROAD FUND	5,508,978		34,657,464	40,166,442	40,166,442		40,166,442
00111 HALF-CENT TRANSPORTATION FD	2,433		2,584,339	2,586,772	2,586,772		2,586,772
00114 ROAD IMPROVEMENT FUND	3,387,533		550,000	3,937,533	3,937,533		3,937,533
00115 SOLID WASTE FUND	6,288,448		6,275,893	12,564,341	12,564,341		12,564,341
00301 DEBT SERVICE FUND	23,970,476		30,225,449	54,195,925	54,195,925		54,195,925
00400 ACCUMULATED CAPITAL OUTLAY FD	5,883		200	6,083	6,083		6,083
00401 CRIMINAL JUSTICE TEMP CONST FD	898,422		1,245,000	2,143,422	2,143,422		2,143,422
00402 COURTHOUSE TEMP CONSTRUCTION FD	3,919,535		1,400,055	5,319,590	5,319,590		5,319,590
00404 PARKS ACQUISITION & DEVELOPMENT FD	3,663,045		3,395,500	7,058,545	7,058,545		7,058,545
00410 CAPITAL PROJECTS FD	1,946,680		22,941,410	24,888,090	24,888,090		24,888,090
Appropriation Limit (including districts under control of the Board of Supervisors) \$ 388,158,909							
Appropriations Subject to the Limitation \$204,966,542							
<b>TOTAL</b>	<b>341,303,955</b>		<b>1,094,142,252</b>	<b>1,435,446,206</b>	<b>1,435,446,206</b>		<b>1,435,446,206</b>

**COUNTY BUDGET FORM  
SCHEDULE 2**

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED  
AS OF JUNE 30, 2008**

COUNTY FUNDS  (1)	Fund Balance as of June 30, 2008 Actual (2)	LESS: FUND BALANCE-RESERVED/DESIGNATED			Fund Balance Unreserved/ Undesignated June 30, 2008 Actual (6)
		Encumbrances (3)	General & Other Reserves (4)	Designations (5)	
00001 GENERAL FUND	304,093,118	12,738,990	5,929,036		285,425,092
00102 EMERGENCY MEDICAL SERVICES FUND	2,301,485				2,301,485
00105 IHSS PUBLIC AUTHORITY FUND	3,496,964				3,496,964
00106 FISH AND GAME PROPAGATION FUND	76,142				76,142
00107 OFF-HIGHWAY VEHICLE LICENSE FEES	199,664				199,664
00108 STRUCTURAL FIRE PROTECTION FUND	1,298,866		1,085,691		213,175
00110 ROAD FUND	5,867,829		358,851		5,508,978
00111 HALF-CENT TRANSPORTATION FUND	2,433				2,433
00114 ROAD IMPROVEMENT FUND	3,387,533				3,387,533
00115 SOLID WASTE FUND	7,138,448		850,000		6,288,448
00301 DEBT SERVICE FUND	23,970,476				23,970,476
00400 ACCUMULATED CAPITAL OUTLAY FUND	5,883				5,883
00401 CRIMINAL JUSTICE TEMP CONST FUND	898,422				898,422
00402 COURTHOUSE TEMP CONSTRUCTION	3,919,535				3,919,535
00404 PARKS ACQUISITION & DEVELOPMENT	3,663,045				3,663,045
00410 CAPITAL PROJECTS FUND	1,946,680				1,946,680
<b>TOTAL</b>	<b>362,266,523</b>	<b>12,738,990</b>	<b>8,223,578</b>	<b>-</b>	<b>341,303,955</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
DETAIL OF PROVISIONS FOR RESERVES/DESIGNATIONS  
(With Supplemental Data Affecting Reserve/Designation Balances)  
FOR FISCAL YEAR 2008-2009**

Description (Identify Reserves and Designations) (1)	Reserves/ Designations Balance as of 6/30/08 (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	5,929,036					5,929,036	00001
00108 STRUCTURAL FIRE PROTECTION FUND							
General Reserves	1,085,691					1,085,691	00108
00110 ROAD FUND							
General Reserves	358,851					358,851	00110
00115 SOLID WASTE							
General Reserves	850,000					850,000	00115
TOTAL	8,223,578					8,223,578	

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES AND RESIDUAL EQUITY TRANSFERS)**  
**BUDGET FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM**  
**SCHEDULE 4**

DESCRIPTION (1)	Actual 2006-2007 (2)	Actual 2007-2008 (3)	Recommended 2008-2009 (4)	Approved/ Adopted by the Board of Supervisors 2008-2009 (5)
SUMMARIZATION BY SOURCE				
Taxes	320,656,723	346,366,780	338,417,629	338,417,629
Licenses, Permits and Franchises	11,792,133	11,170,141	11,293,332	11,293,332
Fines, Forfeitures and Penalties	9,475,445	9,874,077	10,905,912	10,955,912
Revenue from Use of Money and Property	25,632,188	22,220,977	16,598,845	16,482,573
Intergovernmental Revenues	397,597,994	392,165,527	436,444,610	440,573,487
Charges for Services	90,595,013	96,769,721	102,930,446	100,505,769
Miscellaneous Revenues	29,988,311	29,229,661	25,998,052	44,956,295
Interfund Revenues	73,198,688	70,521,193	73,583,057	75,436,343
Operating Transfers In	32,150,272	37,809,847	55,257,000	55,520,912
TOTAL	991,086,767	1,016,127,924	1,071,428,883	1,094,142,252



**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA**

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**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES AND RESIDUAL EQUITY TRANSFERS)  
BUDGET FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 4**

DESCRIPTION  (1)	Actual 2006-2007  (2)	Actual 2007-2008  (3)	Recommended 2008-2009  (4)	Approved/ Adopted by the Board of Supervisors 2008-2009  (5)
SUMMARIZATION BY FUND				
00001 GENERAL FUND	907,529,713	922,595,784	951,612,791	967,200,800
00102 EMERGENCY MEDICAL SERVICES FUND	1,798,231	2,151,113	2,299,815	2,299,815
00105 IHSS PUBLIC AUTHORITY FUND	11,460,409	12,976,595	14,767,405	14,767,405
00106 FISH AND GAME FUND	5,348	5,331	6,000	6,000
00107 OFF-HIGHWAY LICENSE FEES	42,074	9,447	7,500	7,500
00108 STRUCTURAL FIRE PROTECTION	5,916,703	6,211,430	6,274,965	6,585,422
00110 ROAD FUND	20,093,721	19,732,040	26,709,582	34,657,464
00111 SMC HALF-CENT TRANSPORTATION FUND	1,865,720	2,260,358	2,584,339	2,584,339
00114 ROADWAY IMPROVEMENT FUND	811,630	596,508	550,000	550,000
00115 SOLID WASTE FUND	5,803,729	5,610,226	5,262,643	6,275,893
00301 DEBT SERVICE FUND	23,057,730	29,774,782	30,190,449	30,225,449
00400 ACCUMULATED CAPITAL OUTLAY	237	240	200	200
00401 CRIMINAL JUSTICE FAC TEMP CONST FUND	1,352,940	1,241,621	1,245,000	1,245,000
00402 COURTHOUSE TEMP CONSTRUCTION FUND	1,395,935	1,349,001	1,400,055	1,400,055
00404 PARKS ACQ & DEVELOPMENT FUND	(9,789)	3,024,232	3,395,500	3,395,500
00410 CAPITAL PROJECTS FUND	9,962,437	8,589,214	25,122,639	22,941,410
TOTAL	991,086,767	1,016,127,924	1,071,428,883	1,094,142,252

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
<b>TAXES</b>						
Current Year Secured	1021	154,067,359	165,962,611	177,376,284	177,376,284	00108
	1021	3,990,150	4,228,108	4,416,296	4,416,296	
Prior Yr Sec - State Redemption	1024	548,980	193,492	200,000	200,000	
Excess Tax Losses Reserve	1026	-	-	6,000,000	6,000,000	00108
Current Year Unsecured	1031	8,705,051	8,564,729	8,705,051	8,705,051	
	1031	252,023	259,839	257,891	257,891	
Prior Year Unsecured	1033	(600,745)	(75,066)	-	-	00108
	1033	(16,051)	(1,926)	-	-	
Current Yr Secure Supplemental	1041	8,672,070	8,669,915	8,435,361	8,435,361	
	1041	154,178	144,223	135,000	135,000	00108
Current Yr Unsec Supplemental	1042	-	259,292	100,000	100,000	00108
	1042	-	4,890	5,000	5,000	
Prior Yr Sec Supp - State Redemp	1043	237,577	170,277	170,277	170,277	
	1043	6,944	4,449	7,500	7,500	00108
Pior Yr Unsec Supp - State Redemp	1045	45,802	-	20,000	20,000	00108
	1045	889	-	-	-	
ERAF Rebate	1046	52,109,243	61,128,118	28,817,475	28,817,475	
Other Delinquent Tax Penalties	1055	1,098,601	929,086	1,071,855	1,071,855	00111
Unclaimed Property Tax Refunds	1056	-	2,302	-	-	
Sales & Use Taxes	1121	12,467,402	13,686,437	14,442,548	14,442,548	
	1121	1,139,801	1,179,169	1,381,925	1,381,925	00111
Aircraft Taxes	1122	1,289,247	1,679,716	1,763,702	1,763,702	
Property Transfer Tax	1123	8,192,593	6,010,759	6,366,914	6,366,914	
Transient Occupancy Tax	1124	907,421	749,628	1,246,832	1,246,832	00108
Racehorse Tax	1127	419	1,305	-	-	
In-Lieu Sales & Use Tax Revenue	1128	4,234,284	4,615,928	4,731,326	4,731,326	
Property Tax In-Lieu of VLF	1129	63,080,955	67,926,969	72,693,862	72,693,862	00108
	1129	72,530	72,530	72,530	72,530	
<b>TOTAL TAXES</b>		<b>320,656,723</b>	<b>346,366,780</b>	<b>338,417,629</b>	<b>338,417,629</b>	
<b>LICENSES, PERMITS AND FRANCHISES</b>						
Dog Licenses	1221	496,457	426,563	570,000	570,000	00110
Cat Licenses	1222	33,804	25,624	38,622	38,622	
Dangerous/Vicious Animal Permit	1223	20,322	24,835	20,000	20,000	
Animal Quarantine Fees	1224	2,100	4,060	4,000	4,000	00110
Other Animal Permits & Fees	1225	550	450	500	500	
Misc Business Lic - Massage	1231	4,716	3,431	3,500	3,500	
Building Permits - Bldg	1241	2,688,746	2,242,445	2,238,000	2,238,000	00110
Underground Tank Permits	1242	377,281	376,697	445,570	445,570	
Well & Septic Permits - Septic	1243	312,162	362,624	375,000	375,000	
Reinstatement Fees	1244	155,965	131,377	75,000	75,000	00110
Reinspection Fees	1245	747	1,440	2,000	2,000	
Building Permits Appeals	1246	537	-	-	-	
Road Priveledges and Permits	1251	-	100	240,000	240,000	00110
Zoning Permits	1262	342,711	307,234	350,000	350,000	
Grading/Land Clearing Permits	1263	156,280	152,202	75,000	75,000	
Resource Permits	1264	61,767	39,576	40,000	40,000	00110
Variances & Exceptions	1265	64,525	69,796	50,000	50,000	
Land Division Permits	1266	145,904	120,299	75,000	75,000	
Stable & Kennel Permits	1267	6,192	6,086	3,000	3,000	00110
Architecture/Design Revisions	1268	171,785	129,632	130,000	130,000	
Other zoning Fees	1269	63,476	54,699	50,000	50,000	
Death Certificate Filing Fees	1272	23,375	21,842	22,420	22,420	00110
Device Registration Fees	1273	276,861	336,654	319,500	319,500	
Gun & Shooting Fees	1274	1,863	3,091	2,100	2,100	
Other Registration Fees	1275	153,725	166,654	158,050	158,050	00110
Misc Licenses & Permits	1276	156,901	139,857	150,000	150,000	

\* General Fund Unless Otherwise Indicated

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
Franchise Fees	1321	851,271	853,648	815,427	815,427	00115
	1321	5,222,110	5,169,225	5,040,643	5,040,643	
<b>TOTAL LICENSES, PERMITS &amp; FRANCHISES</b>		<b>11,792,133</b>	<b>11,170,141</b>	<b>11,293,332</b>	<b>11,293,332</b>	
<b>FINES, FORFEITURES &amp; PENALTIES</b>						
Court Fines	1421	7,041,775	6,855,388	7,514,642	7,514,642	00102
	1421	1,213,532	1,155,463	1,305,749	1,305,749	
	1421	7,449	1,953	-	-	
	1421	-	2,670	-	-	00402
Juvenile Traffic Fines	1422	1,928	36,956	42,500	42,500	00102
	1422	12	78	-	-	
	1423	-	-	5,000	5,000	
Vehicle Violations - SB 1372	1424	50,405	178,230	665,869	665,869	00102
Other Vehicle Code Fines	1424	167,707	547,263	600,000	600,000	
Equip Violation Fines	1425	1,069	907	1,000	1,000	
	1425	-	(9)	-	-	
Municipal Court Fines	1433	170,448	162,290	169,852	169,852	00106
Juvenile Court Fines	1434	6,159	3,635	6,300	6,300	
Fish & Game Fines	1435	1,853	2,210	3,000	3,000	
Narcotics Forfeitures	1463	93,017	97,870	160,000	160,000	
Other Forfeitures	1464	65,653	27,427	70,000	70,000	
Agricultural Penalties	1466	15,841	55,798	-	-	
Other Penalties	1467	638,597	745,948	362,000	412,000	
<b>TOTAL FINES, FORFEITURES &amp; PENALTIES</b>		<b>9,475,445</b>	<b>9,874,077</b>	<b>10,905,912</b>	<b>10,955,912</b>	
<b>REVENUE FROM USE OF MONEY &amp; PROPERTY</b>						
Interest Earned	1521	15,561,486	14,308,246	11,779,000	11,779,000	00102
	1521	69,547	81,508	60,000	60,000	
	1521	3,494	3,120	3,000	3,000	
	1521	11,689	9,447	7,500	7,500	00106
	1521	76,665	75,671	-	-	00107
	1521	285,763	295,341	160,000	160,000	00108
	1521	34,810	5,284	-	-	00110
	1521	171,689	165,755	100,000	100,000	00111
	1521	432,983	314,262	150,000	150,000	00114
	1521	1,021,118	1,016,540	-	-	00115
	1521	237	240	200	200	00301
	1521	88,198	44,309	45,000	45,000	00400
	1521	132,449	153,891	100,055	100,055	00401
	1521	105,410	140,928	70,000	70,000	00402
	1521	89,537	83,786	-	-	00404
Interest Earned - PA/PG	1523	502,184	610,306	467,662	467,662	00410
	1523	46,553	66,783	-	-	
Other Interest Earned	1525	117,174	85,607	95,000	95,000	
Other Investment Income	1532	5,768,177	3,574,447	2,182,145	2,182,145	
County Land/Building Rentals	1556	624,456	692,176	908,378	792,106	00110
	1556	44,988	46,556	27,679	27,679	
Public Telephone Concessions	1557	-	-	-	-	
Service Machines Concessions	1558	45,177	45,114	34,300	34,300	00108
Other Rents & Concessions	1559	364,747	380,074	376,926	376,926	
	1559	33,657	21,586	32,000	32,000	
<b>TOTAL REV FROM USE OF MONEY &amp; PROPERTY</b>		<b>25,632,188</b>	<b>22,220,977</b>	<b>16,598,845</b>	<b>16,482,573</b>	

\* General Fund Unless Otherwise Indicated

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
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FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
<b>INTERGOVERNMENTAL REVENUES</b>						
<b>State Aids</b>						
Highway Users Tax - SCA 1	1631	3,670,009	2,714,492	4,620,000	4,620,000	00110
Highway Users Tax - 1-5/8	1632	7,692,941	5,750,695	9,664,638	9,664,638	00110
Highway Users Tax - 1.04	1633	363,551	260,544	536,959	536,959	00110
Highway Property Tax Rental	1661	4,047	3,903	-	-	
State Block Grant	1671	2,019,917	2,291,984	2,612,411	2,537,211	
Realignment VLF	1681	24,484,599	24,279,325	24,951,348	24,951,348	
Realignment Sales Tax - Health	1682	1,809,922	1,549,356	1,793,469	1,793,469	
Realignment Sales Tax - Mental Hlth	1683	22,025,245	22,250,733	22,950,731	22,950,731	
Realignment Sales Tax - Pub Asst	1684	13,813,519	15,988,806	19,967,696	19,967,696	
	1684	3,372,738	4,630,642	4,087,807	4,087,807	00105
State Welfare Administration	1691	42,915,762	46,787,319	69,801,348	69,801,348	
State Staff Development	1692	654,559	695,173	846,286	846,286	
Assistance Payments - AFDC	1711	16,969,551	18,527,662	25,350,048	25,350,048	
State IHSS	1713	1,355,565	1,365,019	1,801,917	1,801,917	00105
Child Abuse Services	1714	31,954	301,250	210,306	210,306	
State Child Care	1716	3,333,211	3,727,086	3,407,219	3,407,219	
CCS State Subvention	1731	3,848,986	4,845,725	4,338,001	4,338,001	
Mental Health Short Doyle	1741	3,000,000	2,750,000	3,100,000	3,100,000	
Mental Health Services Act	1745	6,922,569	9,499,535	13,693,093	13,693,093	
Other State Mental Health	1749	6,707,013	9,695,983	7,348,021	7,348,021	
State Public Health Grant	1751	1,557,988	1,508,659	1,510,004	1,510,004	
State Aid - CHDP	1752	1,166,880	906,157	1,041,259	1,041,259	
State Aid - WIC	1753	2,128,105	2,304,785	2,410,000	2,410,000	
State Aid - Infectious Disease	1754	499,048	414,052	339,301	339,301	
State AIDS Master Grant	1756	1,374,266	2,314,015	1,534,487	1,534,487	
State AIDS Drug Asst Program	1757	8,784	10,522	8,980	8,980	
State PH Categorical Aid	1758	369,757	458,112	403,773	403,773	
State - Other Public Health	1759	596,154	1,098,964	389,370	389,370	
A;cohol and Drug Programs	1764	29,582	19,718	39,320	39,320	
Other State AIDS Program	1765	49,461	47,333	45,500	45,500	
State Aid - Aging	1767	1,054,251	935,335	949,076	949,076	
Other State Health Programs	1768	1,428,179	1,568,731	1,611,520	1,611,520	
State Aid - Agriculture	1771	1,056,471	1,303,695	1,178,857	1,242,023	
State Aid - Waste Management	1772	26,155	17,210	17,000	17,000	00115
State Aid - Roads & Bridges	1781	5,091,948	7,165,624	9,800,000	11,358,526	00110
State Aid - Other Transportation	1782	-	63,900	-	-	
State Aid-Parks Acquisition & Dev	1785	(269,953)	1,400,183	3,250,500	3,250,500	00404
State Aid-Construction	1788	-	267,402	-	-	00110
State Aid - Corrections	1791	2,989,700	3,272,580	2,790,783	2,790,783	
Court Ward Travel	1792	468	159	500	500	
State Aid - Jail Booking	1793	-	758,641	758,641	758,641	
Homeowners' Property Tax Relief	1831	1,365,741	1,341,738	1,341,739	1,341,739	
	1831	33,716	32,630	36,748	36,748	00108
State Aid - Public Safety	1851	64,206,335	63,179,686	65,425,959	65,425,959	
	1851	-	44,727	43,267	-	00410
Crime and Delinquency Prevention	1852	348,716	677,321	734,643	734,643	
OCJP Grant - Various	1853	1,048,399	1,504,991	1,253,486	1,253,486	
Career Criminal Program	1855	554,885	3,512	-	-	
Tobacco Tax	1861	321,616	195,239	190,270	190,270	
	1861	9,277	9,278	8,537	8,537	00102
School Lunch Program	1862	332,563	340,483	250,000	250,000	
Child Support Incentive Program	1863	3,683,267	3,748,851	3,704,963	3,704,963	
State Mandated Cost Reimbursement	1864	4,258,389	2,647,165	3,048,382	3,048,382	
Off-Highway License Fees	1865	30,385	-	-	-	00107
Abandoned Vehicle Service Fees	1866	48,289	40,112	52,500	52,500	
Open Space Tax Loss Reimbursement	1867	57,909	-	30,000	30,000	
Timber Yield Guaranty	1868	22,544	33,536	19,682	19,682	
	1868	4,653	4,723	3,000	3,000	00108

\* General Fund Unless Otherwise Indicated

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
Misc State Reimb/Subsidies	1869	543,506	867,654	551,750	551,750	00410
All Other State Aid	1871	14,818,509	5,371,000	6,025,499	6,090,049	
	1871	25,000	-	-	-	
State Aid - Anti Terrorism	1872	1,622,640	1,213,272	748,472	748,472	
State Aid p TCM-MAA	1873	128,953	145,355	487,000	487,000	
Total State Aids		277,618,194	285,152,282	333,116,066	334,683,841	
Federal Aids						
Federal Welfare Administration	1891	35,631,046	31,285,185	29,610,293	29,610,293	00105
Child Support Enforcement Program	1892	7,315,690	7,277,182	7,191,986	7,191,986	
Federal Staff Development	1893	1,179,587	1,173,334	489,121	489,121	
Assistance Payments - Other	1912	17,440,615	16,182,360	13,067,386	13,067,386	
Federal IHSS	1913	153,347	59,721	-	-	
	1913	2,062,786	2,225,037	4,390,158	4,390,158	00110
IRAP Assistance	1914	1,481	-	10,000	10,000	
Title IV - A Payments	1916	3,713,750	3,404,278	2,881,058	2,881,058	
Title IV - E Payments	1917	4,899,573	3,994,420	3,500,000	3,500,000	
Misc. Welfare Programs-Fed	1919	614,500	300,138	85,000	85,000	
Other Federal Health Programs	1922	468,912	356,110	450,000	450,000	00110
Federal Aid - Roads & Bridges	1931	2,112,245	513,483	1,679,548	1,679,548	
	1931	860,326	111,308	-	-	
Federal Aid - Disaster Relief	1941	192,822	198,260	104,924	297,954	
	1941	306,817	101,307	-	-	
Federal Aid - Anti Terrorism	1942	3,377,005	1,294,156	1,826,787	2,076,787	00404
Federal UASI Grant	1943	2,031,523	737,066	210,691	808,744	
OCJP Grant - Federal	1951	194,623	402,957	209,655	209,655	
Federal Aid - Aging	1952	2,484,765	2,613,838	2,491,998	2,491,998	
Fed JTPA Program	1953	4,621,711	4,283,216	5,456,495	5,456,495	
Fed Com Dev HUD Grant	1954	6,011,097	5,968,071	5,602,492	5,935,351	00404
Fed - Categorical Programs	1955	3,184,574	2,824,176	3,293,814	3,293,814	
All Other Federal Aid	1956	9,698,201	8,963,752	9,436,509	9,436,509	
	1956	63,840	-	-	-	
All Other Federal Grants	1957	2,001,750	1,854,322	1,651,677	2,695,587	
Total Federal Aids		110,622,586	96,123,677	93,639,592	96,057,444	
Local Governmental Agencies						
Other In-Lieu Taxes	1971	2,409	46,422	-	-	00108
	1971	-	11,029	-	-	
County Housing Auth Payments	1972	528,102	1,036,229	496,648	496,648	
Aid From Cities	1981	318,154	100,206	112,599	112,599	
	1981	-	1,200,000	-	-	
Transportation Agency	1982	-	-	35,000	35,000	00110
Aid - Other Local Agencies	1983	4,618,190	5,566,490	5,365,566	5,365,566	
	1983	110,042	116,273	-	-	
	1983	61,100	-	-	-	
1987 Ryan White I Formula (SCF)	1987	2,238,126	1,466,474	1,805,626	1,805,626	
HOPWA Grant (CSF)	1989	681,698	670,000	694,000	694,000	00115
Misc Local Agency Grants	1991	230,180	32,749	95,000	95,000	
	1991	-	-	-	57,000	
All Other Local Govt Revenue	1992	227,200	298,006	454,444	454,444	
	1992	-	-	277,000	277,000	
	1992	-	161	-	86,250	00115
Realignment Subsidy - VLF	1994	342,013	345,529	353,069	353,069	
Total Local Governmental Agencies		9,357,214	10,889,568	9,688,952	9,832,202	
TOTAL INTERGOVERNMENTAL REVENUES		397,597,994	392,165,527	436,444,610	440,573,487	

\* General Fund Unless Otherwise Indicated

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
<b>CHARGES FOR SERVICES</b>						
Assessment & Tax Collection Fees						
Property Tax Admin Fee	2021	3,096,838	3,203,475	2,770,000	2,770,000	
Tax/Assessment And Tax Fees	2022	672,427	670,727	756,770	756,770	
Redemption Fee - County Share	2025	94,347	113,451	96,000	96,000	
Supplemental Tax Admin Fee (5%)	2026	2,814,755	2,779,908	2,770,440	2,770,440	
Tax/Assessment Document Fee	2027	747,016	752,331	771,300	771,300	
Other Administrative Assessment	2028	216,825	175,952	200,891	200,891	
Special Tax Collector Fees	2029	302,178	290,294	303,014	303,014	
Special Assessments	2031	-	81	-	-	
Accounting Serv. - Other Agencies	2061	51,661	56,392	66,425	66,425	
Audit Fees	2062	50,042	45,508	33,013	33,013	
Returned Check Charges	2063	67,394	74,567	47,300	47,300	
	2063	-	175	-	-	00111
	2063	-	25	-	-	00115
Management Svcs - Other Agencies	2064	50,000	50,000	52,500	52,500	
	2064	-	200,000	200,000	200,000	00108
	2064	580,756	908,450	1,092,414	1,092,414	00111
Proc Fee - Installment Account	2065	6,495	3,099	4,000	4,000	
Communication Services						
Telephone Services	2071	113,892	377,132	67,030	67,030	
Public Safety Comm Services	2072	4,416,356	4,684,792	4,799,114	4,799,114	
Network & Information Services	2073	614,256	613,376	747,991	747,991	
Radio Services	2074	332,719	314,032	364,799	364,799	
Election Services						
Candidate Filing Fee	2081	3,651	18,570	20,000	20,000	
Election Services-Other Agencies	2082	2,321,711	2,452,585	1,484,891	1,484,891	
Legal Services						
Public Admin legal Fees	2091	201,876	111,683	80,000	80,000	
Public Guardian Legal Fees	2092	1,357,179	1,191,698	1,244,204	1,244,204	
Legal Services - Other Agencies	2093	2,342,958	3,070,235	3,115,792	3,115,792	
Misc Legal Recoveries	2094	2,433	57,335	3,000	3,000	
Private Defender Fees	2095	603,426	644,233	575,000	575,000	
Human Resources Svcs - Various	2101	12,331	1,384	22,000	22,000	
Planning & Engineering Services						
Plan Report/Review Fee	2111	18,517	26,333	-	-	
Plan Research Fee	2112	9,508	8,298	8,500	8,500	
Ordinance/General Plan Fee	2113	2,420	34,182	-	-	
Geotechnical Fee	2114	6,336	3,616	3,500	3,500	
Plan/Inspection Fee	2115	34,350	39,267	40,000	40,000	
Other Planning Service Fees	2116	34,499	26,899	30,000	30,000	
Engineering Services	2117	562,451	426,196	400,000	400,000	
Misc. Engineering Services Fees	2118	97,300	109,057	85,000	85,000	
Sale of Plans & Specs	2122	-	-	-	-	
	2122	11,309	8,404	5,000	5,000	00110
	2122	170	1,040	-	-	00410
Environmental Impact Report Fees	2123	77,472	84,005	75,000	75,000	
Plan Checking Fees	2124	1,408,638	1,249,397	1,300,000	1,300,000	
	2124	172,467	160,884	145,000	145,000	00108
Building Permit Appeal Fee	2125	35	-	-	-	00110
Agricultural Inspection Fees	2131	134,883	138,543	166,200	166,200	
Civil Process Service						
Process Service Fees/Mileage	2142	182,879	181,087	180,000	180,000	
Court Fees						
Restitution Fee - 10%	2152	128,080	135,211	121,800	121,800	
Municipal Court Fees	2153	1,414,742	1,194,126	1,330,006	1,330,006	
	2153	59	-	-	-	00102
	2153	1,257,293	1,195,359	1,200,000	1,200,000	00401
	2153	1,263,486	1,192,440	1,300,000	1,300,000	00402

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**COUNTY OF SAN MATEO  
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FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
Diversion Admin Fee \$50/\$100	2154	52,827	65,102	68,660	68,660	
Misc Court Fees	2155	1,215	1,772	1,500	1,500	
Financial Responsibility Fee	2156	170	-	5,000	5,000	
Night Traffic Court Fees	2158	46,819	37,022	42,473	42,473	
Reimbursement for Court Trials	2163	150	-	-	-	
Estate Fees						
Public Admin for Estate Fees	2171	134,728	146,009	125,000	132,748	
Public Guardian Estate Fees	2173	1,313,514	1,438,843	2,425,000	2,425,000	
Warehouse Service Fees	2175	44,392	82,582	58,793	58,793	
Humane Services						
Humane Services Fees	2181	338,488	336,518	350,000	350,000	
Misc Animal Services	2182	15,395	11,057	800	800	
Law Enforcement Services						
Misc. Law Enforcement Fees	2191	70,065	37,552	35,000	35,000	
Impound Admin Fee	2192	13,610	10,491	14,900	14,900	
Jail Booking Fees	2193	763,213	9,560	10,000	10,000	
Eichler Contract Patrol Svcs	2194	430,437	453,413	482,560	482,560	
Woodside Contract Patrol Svcs	2195	911,371	974,100	1,033,568	1,033,568	
Portola Contract Patrol Svcs	2196	526,475	555,576	597,367	597,367	
Other Agency Patrol Services	2197	912,146	601,918	28,000	28,000	
Work Program Processing Fees	2198	264,135	239,109	265,000	265,000	
Transportation of Prisoners	2199	48,326	30,157	25,000	25,000	
Traffic Patrol Fees - Woodside	2201	12,751	7,865	5,000	5,000	
Work Furlough Maint Fee	2202	675,732	707,434	707,500	707,500	
Fingerprinting Fees	2203	89,989	107,962	111,000	111,000	
Crime Lab Services	2204	114,775	100,358	100,000	100,000	
DUI Response Fee	2205	375,758	351,899	256,700	256,700	
Crime Investigation Services	2206	1,056,366	936,887	1,235,750	1,235,750	
Transportation Security Services	2207	1,973,215	2,278,141	3,215,916	3,215,916	
CSA 8 Policing Services	2208	198,500	203,792	198,500	198,500	
Document Recording Fees	2211	2,834,774	2,079,659	2,268,221	2,268,221	
Micrographic Conversion	2212	2,586,148	2,451,878	2,235,403	2,192,356	
Automation Trust Acct Fee	2213	31,367	31,367	40,000	40,000	
Vital Stats Document Fee	2214	273,003	281,468	260,000	260,000	
Road & Street Services						
Road Maintenance - Other Agencies	2221	5,065	(11,807)	-	-	00110
Reimb - Public Works Services	2222	31,765	97,599	71,472	71,472	
	2222	4,698	13,698	1,006	1,006	00110
Health Fees						
Medical Report Fees	2231	1,055	1,604	1,100	1,100	
Other Health Fees	2237	54,588	73,148	58,800	58,800	
Laboratory Services	2238	185,100	255,350	219,370	219,370	
CHDP Fees	2239	1,604	-	39,000	39,000	
Other Health & Welfare Services						
Mental Health Service Fees	2241	47,604	46,984	42,150	42,150	
Residency Fees	2242	384,285	384,285	384,285	384,285	
CCS Client Fees	2251	2,640	1,400	16,500	16,500	
Vector Control Services	2261	456,896	456,896	356,897	356,897	
PH Solid Waste Services	2262	370,511	370,511	370,511	370,511	
Public Pool Inspection Fee	2263	319,853	349,556	350,332	350,332	
Hotel/Motel Inspection Fee	2264	612,439	663,596	678,421	678,421	
Cross - Connection Fee	2265	155,976	195,324	229,648	229,648	
Hazardous Waste Inspection Fee	2267	1,567,985	1,878,261	2,005,039	2,005,039	
Household Hazardous Waste	2268	951,610	951,610	951,610	951,610	
Food Handling Fees	2269	2,255,671	2,533,845	2,793,415	2,793,415	
Filing Fees - Real Prop Alt	2271	17,081	31,213	25,000	25,000	
Adoption & Educational Fees						
Educational Fees	2282	141,408	107,503	121,500	121,500	
Parks & Recreation Fees						
Camping Permits	2312	205,729	203,918	225,000	240,000	
Horse Camp Permits	2313	26,062	-	28,000	34,085	

\* General Fund Unless Otherwise Indicated

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
Reservation Fees	2314	270,577	248,336	356,000	364,000	
Park Concession Fees	2315	450	-	-	-	
Misc Park Sales	2316	227	111	10,000	10,000	
Park Entry Fees	2317	701,915	709,650	697,000	697,000	
Annual Pass Sales	2318	25,615	25,080	20,000	20,000	
Rifle Range Fees	2319	63,796	49,181	60,000	60,000	
Other Parks & Recreation Fees	2321	35,068	33,927	-	15,000	
Reimbursement for Burials	2331	6,649	10,448	8,500	8,500	
Body Removal & Storage	2332	137,816	148,256	167,500	167,500	
Other Coroner's Fees	2333	13,349	12,998	314,000	14,000	
Medi-Cal HPSM	2371	152,079	262,488	354,989	354,989	
Medi-Cal FFP	2372	21,680,508	22,664,853	28,731,918	28,731,918	
Medi-Cal State	2373	973,668	859,825	1,143,132	1,143,132	
Medicare	2374	1,500,000	2,689,146	2,021,425	2,021,425	
Third Party Reimbursements	2375	363,001	1,231,993	826,002	826,002	
Patient Fees	2376	(400,000)	17,877	17,150	17,150	
SSI/SSP Collections	2377	452,435	529,178	515,000	515,000	
Other Reimbursements	2378	4,434,096	4,237,136	3,822,301	3,822,301	
	2378	-	2,605	-	-	00404
Medi-Cal FQHC	2379	343,489	421,043	543,489	543,489	
Institutional Care	2381	425,556	582,911	603,500	603,500	
Care of Inmates	2383	200,134	196,614	115,000	115,000	
Care of Court Ward	2384	4,437	40,437	23,000	23,000	
Other Institutional Care	2391	46,328	49,635	-	-	
Annexation Charges	2421	21,634	19,068	25,000	25,000	
Benefit Assessments	2422	-	120,629	-	-	00110
Commissions	2423	3,143,616	3,462,052	2,696,460	2,696,460	
Mitigation Fees	2426	639,941	430,753	450,000	450,000	00114
Nuisance Abatement	2427	581	-	-	-	
Refuse Disposal Charges	2428	31,794	32,055	30,000	30,000	00115
Sewer Service Charges	2431	5,312	176	-	-	
Special Charges Bonds	2432	21,083	20,560	-	-	00110
Surcharges & Penalties	2436	-	-	3,212,492	1,079,029	00410
Water Service Charge	2438	11,982	12,896	21,049	21,049	
Other Special Charges	2439	-	2,400	-	-	00110
Misc Services to Cities	2451	408,946	335,366	364,846	364,846	
Other Charges for Services	2452	1,698,500	3,866,681	888,132	888,132	
	2452	109,898	120,580	110,000	110,000	00111
VRS Workcenter Charges	2453	1,270,638	1,072,958	1,533,000	1,533,000	
<b>TOTAL CHARGES FOR SERVICES</b>		<b>90,595,013</b>	<b>96,769,721</b>	<b>102,930,446</b>	<b>100,505,769</b>	
<b>MISCELLANEOUS REVENUES</b>						
Reimbursement - Basic Needs Loan	2622	1,192,325	1,009,495	1,250,000	1,250,000	
Other Client Reimbursements	2623	154,494	351,308	390,000	390,000	
Sale of Literature	2631	5,015	1,593	7,200	7,200	
Sale of Surplus & Salvage	2632	19,140	38,570	28,588	28,588	
	2632	4,633	41,349	-	-	00110
	2632	1,841	1,662	-	-	00115
Sale of Property & Materials	2633	1,482	2,655	3,000	3,000	
	2633	(402)	-	-	-	00110
	2633	436	-	-	-	00111
	2633	23,746	43,403	25,000	25,000	00115
Sale of Data/Microfiche	2634	60,417	59,334	56,000	56,000	
Photocopy Sales	2635	10,666	8,194	14,000	14,000	
Food Sales - Other	2637	961,628	998,853	1,025,100	1,025,100	
Cash Overages	2641	1,305	11,387	-	-	
Stale-Dated Checks	2642	654	-	-	-	00110
Bad Debt Recoveries	2643	105,435	98,732	125,000	125,000	
Comp Insurance Refunds	2644	600,855	715,569	436,000	436,000	

\* General Fund Unless Otherwise Indicated



**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
SDI Payments	2644	37,703	35,204	51,500	51,500	00110
	2645	1,274,612	1,435,355	435,311	435,311	
Gifts & Donations	2645	21,053	21,562	-	-	00110
	2646	71,340	46,854	35,000	35,000	
	2646	12,000	97,000	-	-	00404
Miscellaneous Reimbursements	2647	2,545,777	3,457,997	2,341,717	14,141,717	
	2647	45,749	38,983	46,000	46,000	00108
	2647	239	-	-	-	00110
Insurance Recoveries & Refunds	2648	-	24,801	17,710	17,710	
	2648	-	3,174	-	-	00110
Equipment Cost Reimbursement	2651	101,361	104,053	100,000	100,000	
Project Cost Reimb - Labor	2652	3,474,926	2,398,099	1,581,862	1,951,983	
	2652	544,640	1,450,475	700,000	7,089,356	00110
	2652	-	40,810	-	-	00111
	2652	132,605	-	-	-	00410
Witness & Jury Fees	2653	2,784	3,917	500	20,500	
	2653	-	102	-	-	00110
Other Foundation Grants	2655	4,631,508	4,575,970	4,595,236	4,595,236	
Non-Government Program Funds	2656	-	35,439	-	-	
PG & E Rebates	2657	852	87,053	-	-	
	2657	39,095	-	-	-	00410
All Other Miscellaneous Revenues	2658	4,466,469	3,367,640	4,220,234	4,296,954	
	2658	338,098	357,532	325,529	325,529	00102
	2658	438	515	-	-	00105
	2658	148,956	(67,961)	3,000	313,457	00108
	2658	11,356	5,858	-	-	00110
	2658	-	537	-	-	00115
	2658	-	1,832	-	-	00404
Rebates & Refunds	2659	1,538,891	601,819	398,676	398,676	
	2659	-	106,772	-	-	00108
	2659	-	3,248	-	-	00110
	2659	20	383	-	-	00111
	2659	88	900	-	-	00115
	2659	45,732	25,379	36,667	28,256	00410
Tobacco Settlement	2661	7,358,349	7,586,255	7,749,222	7,749,222	
<b>TOTAL MISCELLANEOUS REVENUES</b>		<b>29,988,311</b>	<b>29,229,661</b>	<b>25,998,052</b>	<b>44,956,295</b>	
<b>OTHER FINANCING SOURCES</b>						
<b>Interfund Revenues</b>						
IFTR - General Fund	2521	698,350	5,267	4,000	19,000	
	2521	4,487,523	4,487,523	4,487,523	4,487,523	00105
	2521	485,699	571,831	280,000	280,000	00110
	2521	30,000	-	-	-	00115
	2521	-	-	75,000	75,000	00404
IFTR - Parks Fund	2522	74,535	85,235	140,817	140,817	
	2522	13,665	294	-	-	00110
IFTR - CJTCF	2524	406,346	426,663	426,663	426,663	
IFTR - EMS Fund	2526	43,517	11,435	-	-	
IFTR - Road Fund	2528	2,319,379	3,989,826	3,880,020	3,880,020	
	2528	-	5,507	-	-	
IFTR - Half Cent Fund	2529	164,917	31,185	20,000	20,000	
	2529	28,171	-	-	-	00110
IFTR - Fish and Game Fund	2531	6,000	-	-	-	
IFTR - Off-Road Fund	2532	58,350	32,326	-	-	
IFTR - Coyote Pt. Marina Fund	2533	167,941	229,155	9,097	9,097	
IFTR - Road Improvement Fd	2534	109,721	60,546	-	-	
IFTR - Airports Fund	2535	387,529	601,240	194,964	194,964	
	2535	24,470	33,732	800	800	00110

\* General Fund Unless Otherwise Indicated

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FINANCING SOURCES BY SOURCE BY FUND  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 5**

SOURCE CLASSIFICATION	Revenue Number	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved/Adopted by the Board of Supervisors 2008-2009	Fund *
IFTR - Solid Waste Fund	2536	3,838,403	1,147,104	770,211	770,211	00110
	2536	74,478	64,183	-	-	
IFTR - Fire Protection	2537	5,950,944	6,169,260	5,947,435	6,257,892	00108
	2537	203,899	-	-	-	
IFTR - Library Fund	2538	477,324	456,276	476,052	476,052	00110
	2538	22,314	17,891	-	-	
IFTR - SMCGRH	2539	21,246,784	19,760,319	20,236,093	21,031,093	00110
	2539	1,445	-	-	-	
IFTR - CSRC	2541	400,110	439,284	418,330	418,330	00110
IFTR - Special District Fund	2542	1,096,633	1,105,688	1,233,309	1,233,309	
	2542	24,798	52,491	27,000	27,000	00115
	2542	35,011	30,788	-	-	
Other Interfund Transfers	2545	17,009,476	15,607,491	18,138,818	18,226,647	00105
	2545	134,805	201,077	-	-	
	2545	736,279	915,000	915,000	915,000	00108
	2545	330,228	383,219	318,000	318,000	
	2545	-	-	-	20,000	00115
	2545	17,815	181,683	-	-	
Loan Proceeds - Other Funds	2546	-	-	225,000	-	00410
Loan Repayments - Other Funds	2547	4,000,000	5,000,000	6,000,000	6,000,000	
	2547	-	-	-	850,000	00115
IFTR - Trial Court Funding - Municipal	2548	7,599,876	8,011,729	8,983,925	8,983,925	
IFTR - Trial Court Fund - Superior	2549	491,953	405,945	375,000	375,000	
Total Interfund Revenues		73,198,688	70,521,193	73,583,057	75,436,343	
Sale of Fixed Assets	2721	1,768	2,261	1,500	1,500	
Operating Transfers In	2731	481,594	615,062	2,637,372	2,637,372	
	2731	22,036,612	28,758,242	30,190,449	30,225,449	00301
	2731	9,630,298	8,434,282	21,605,213	21,834,125	
	2741	-	-	822,466	822,466	00410
Total Other Financing Sources		32,150,272	37,809,847	55,257,000	55,520,912	
GRAND TOTAL REVENUE		991,086,767	1,016,127,924	1,071,428,883	1,094,142,252	

\* General Fund Unless Otherwise Indicated

COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF CURRENT PROPERTY TAXES AND ASSESSED VALUATION  
FOR FISCAL YEAR 2008-2009

**COUNTY BUDGET FORM  
SCHEDULE 6**

COUNTY FUNDS (1)	CURRENT SECURED PROPERTY TAXES				CURRENT UNSECURED PROPERTY TAXES			
	Apportionment from Countywide Tax Rate (2)	Voter Approved Debt		Total Secured (5)	Apportionment from Countywide Tax Rate (6)	Voter Approved Debt		Total Unsecured (9)
		Rate (3)	Amount (4)			Rate (7)	Amount (8)	
00001 GENERAL FUND	177,376,284			177,376,284	8,705,051			8,705,051
00108 COUNTY FIRE PROTECTION	4,416,296			4,416,296	257,891			257,891
<b>TOTAL</b>	<b>181,792,580</b>			<b>181,792,580</b>	<b>8,962,942</b>			<b>8,962,942</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	62,543,696,771	32,464,696	62,576,161,467	308,814,746	62,884,976,213
IMPROVEMENTS	71,704,941,040	284,103	71,705,225,143	3,822,180,045	75,527,405,188
PERSONAL PROPERTY	1,629,389,012	-	1,629,389,012	6,257,743,282	7,887,132,294
Total Gross Assessed Valuation	135,878,026,823	32,748,799	135,910,775,622	10,388,738,073	146,299,513,695
LESS EXEMPTIONS:					
Homeowners	915,836,287	-	915,836,287	1,021,633	916,857,920
Other	2,588,268,961	-	2,588,268,961	836,021,285	3,424,290,246
Total Net Assessed Valuation	132,373,921,575	32,748,799	132,406,670,374	9,551,695,155	141,958,365,529
LESS ALLOWANCES FOR:					
Delinquencies:					
(11) 3.31% (12) 3.31% (14) 0%	4,381,576,804	1,083,985	4,382,660,789	-	4,382,660,789
Identify: Redevelopment Agencies	12,749,030,354	-	12,749,030,354	1,573,739,167	14,322,769,521
Adjusted Valuation for Estimated Tax Revenue Computation	115,243,314,417	31,664,814	115,274,979,231	7,977,955,988	123,252,935,219

## COUNTY OF SAN MATEO

## STATE OF CALIFORNIA

SUMMARY OF COUNTY FINANCING REQUIREMENTS BY FUNCTION & FUND  
FOR FISCAL YEAR 2008-2009COUNTY BUDGET FORM  
SCHEDULE 7

DESCRIPTION (1)	Actual 2006-2007 (2)	Actual 2007-2008 (3)	Recommended 2008-2009 (4)	Approved/ Adopted by the Board of Supervisors 2008-2009 (5)
SUMMARIZATION BY FUNCTION:				
General	122,744,664	116,938,524	141,750,669	146,958,920
Public Protection	288,185,002	296,500,715	315,858,552	319,143,781
Public Ways & Facilities	20,883,074	23,387,064	24,561,171	32,818,096
Health & Sanitation	261,926,895	298,973,911	315,527,109	316,387,603
Public Assistance	204,466,869	192,699,863	229,898,115	229,606,362
Recreation	7,868,059	8,366,641	8,463,139	8,463,139
Debt Service	21,399,173	27,857,252	54,490,121	58,787,081
Other Financing Uses	74,201,069	89,857,688	30,784,432	38,584,574
Total Specific Financing Uses	1,001,674,805	1,054,581,658	1,121,333,308	1,150,749,556
Appropriation for Contingencies	-	-	220,304,223	250,718,945
Subtotal	1,001,674,805	1,054,581,658	1,341,637,531	1,401,468,501
Provision for Reserves & Designations	-	-	39,171,320	33,977,705
TOTAL FINANCING REQUIREMENTS	1,001,674,805	1,054,581,658	1,380,808,851	1,435,446,206
SUMMARIZATION BY FUND				
00001 GENERAL FUND	916,503,251	962,789,867	1,211,700,146	1,252,625,892
00102 EMERGENCY MEDICAL SERVICES FUND	1,302,269	1,870,533	4,581,073	4,601,300
00105 IHSS PUBLIC AUTHORITY FUND	11,221,527	12,844,458	18,264,369	18,264,369
00106 FISH AND GAME PROPAGATION FUND	10,435	4,410	74,721	82,142
00107 OFF-HIGHWAY VEHICLE LICENSE FEES	61,279	32,326	179,103	207,164
00108 STRUCTURAL FIRE PROTECTION FUND	5,916,703	6,164,763	6,572,286	6,798,597
00110 ROAD FUND	17,146,920	20,197,167	30,793,732	40,166,442
00111 HALF-CENT TRANSPORTATION FUND	2,953,785	2,261,315	2,587,729	2,586,772
00114 ROAD IMPROVEMENTS FUND	721,090	896,256	4,614,217	3,937,533
00115 SOLID WASTE FUND	7,901,053	6,002,030	9,564,474	12,564,341
00301 DEBT SERVICE FUND	21,399,173	27,857,252	51,647,376	54,195,925
00400 ACCUMULATED CAPITAL OUTLAY	3,000,000	0	5,843	6,083
00401 CRIMINAL JUSTICE TEMP CONST FUND	1,100,000	2,011,501	3,098,939	2,143,422
00402 COURTHOUSE TEMP CONSTRUCTION FUND	922,115	1,028,248	5,285,601	5,319,590
00404 PARK ACQUISITION & DEV FUND	1,748,307	1,671,355	6,716,603	7,058,545
00410 CAPITAL PROJECTS FUND	9,766,896	8,950,177	25,122,639	24,888,090
TOTAL FINANCING REQUIREMENTS	1,001,674,805	1,054,581,658	1,380,808,851	1,435,446,206

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SUMMARY OF COUNTY FINANCING REQUIREMENTS  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 8**

DESCRIPTION (1)	Actual 2006-2007 (2)	Actual 2007-2008 (3)	Recommended 2008-2009 (4)	Approved/ Adopted by the Board of Supervisors 2008-2009 (5)
Total Specific Financing Uses (Brought forward from Schedule 8A)	1,001,674,805	1,054,581,658	1,121,333,308	1,150,749,556
<b>APPROPRIATION FOR CONTINGENCIES:</b>				
00001 GENERAL FUND			210,178,110	238,458,144
00110 ROAD FUND			9,378,640	10,803,468
00115 SOLID WASTE			747,473	1,457,333
Subtotal - Total Estimated Financing Uses	1,001,674,805	1,054,581,658	1,341,637,531	1,401,468,501
<b>PROVISION FOR RESERVES &amp; DESIGNATIONS</b>				
00102 EMERGENCY MEDICAL SERVICES			2,583,744	2,603,971
00105 IHSS PUBLIC AUTHORITY			3,496,964	3,496,964
00106 FISH & GAME			54,721	62,142
00107 OFF-HIGHWAY LICENSE FEES			120,753	88,814
00108 STRUCTURAL FIRE PROTECTION			674,851	590,705
00114 ROADWAY IMPROVEMENT			4,114,217	3,187,533
00115 SOLID WASTE			-	1,986,617
00301 DEBT SERVICE			20,862,944	15,611,351
00400 ACCUMULATED CAPITAL OUTLAY			5,843	6,083
00401 CRIMINAL JUSTICE CONSTRUCTION			1,919,475	971,729
00402 COURTHOUSE CONSTRUCTION			3,744,698	3,778,687
00404 PARKS ACQ-DEV			1,593,110	1,593,110
<b>TOTAL FINANCING REQUIREMENTS</b>	<b>1,001,674,805</b>	<b>1,054,581,658</b>	<b>1,380,808,851</b>	<b>1,435,446,206</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 8A**

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2006-2007 (2)	Actual 2007-2008 (3)	Recommended 2008-2009 (4)	Approved/ Adopted By the Board of Supervisors 2008-2009 (5)
<b>GENERAL</b>				
Legislation & Administration				
Board of Supervisors/Assessment Appeals	2,476,842	2,944,737	3,245,657	3,220,962
County Manager	6,345,428	7,644,385	8,607,497	9,018,453
Public Safety Communication	7,439,374	8,283,707	8,518,470	8,518,470
Office of Economic Development	2,940,238	2,593,579	2,832,872	2,773,452
Finance				
Controller	5,776,400	5,844,408	7,807,001	7,807,001
Tax Collector/Treasurer	5,999,612	5,693,220	8,010,692	8,415,921
Assessor-Co Clerk-Recorder	28,872,187	20,331,573	19,035,153	19,073,019
Counsel				
County Counsel	5,990,623	6,993,129	8,018,725	8,018,725
Personnel				
Human Resources	6,965,205	7,605,119	8,026,230	8,226,790
Other General				
Information Systems	14,555,310	16,399,579	14,418,837	18,022,570
Public Works	18,846,125	18,943,807	20,263,036	20,797,436
Accumulated Capital Outlay 00400	3,000,000	0	0	0
Criminal Justice Facility 00401	1,100,000	2,011,501	1,179,464	1,171,693
Courthouse Temporary Construction 00402	922,115	1,028,248	1,540,903	1,540,903
Parks Acquisition & Development 00404	1,748,307	1,671,355	5,123,493	5,465,435
Capital Projects 00410	9,766,896	8,950,177	25,122,639	24,888,090
<b>TOTAL GENERAL</b>	<b>122,744,664</b>	<b>116,938,524</b>	<b>141,750,669</b>	<b>146,958,920</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 8A**

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2006-2007 (2)	Actual 2007-2008 (3)	Recommended 2008-2009 (4)	Approved/ Adopted By the Board of Supervisors 2008-2009 (5)
<b>PUBLIC PROTECTION</b>				
<b>Judicial</b>				
County Support of the Court	21,246,662	21,901,983	23,069,881	23,069,881
District Attorney	19,183,790	21,475,868	23,682,582	23,811,675
Child Support Services	10,998,958	11,026,033	11,396,949	11,396,949
Grand Jury	470,562	323,660	547,968	547,968
Private Defender	14,624,064	15,248,718	15,875,032	15,875,032
<b>Detention &amp; Corrections</b>				
Sheriff	133,292,888	134,524,305	142,816,877	144,885,675
Message Switch	707,400	541,791	573,086	669,184
Probation	64,062,696	68,611,317	73,958,450	73,958,450
<b>Fire Protection</b>				
State Fire Contract	5,916,688	6,165,336	5,897,435	6,207,892
County Fire Protection-Structural 00108	5,916,703	6,164,763	5,897,435	6,207,892
<b>Other Protection</b>				
Coroner & Public Administrator	2,576,854	2,608,898	2,864,448	2,864,448
Planning	8,731,894	7,734,145	9,004,821	9,375,147
Fish & Game Propagation 00106	10,435	4,410	20,000	20,000
Local Agency Formation Commission	138,143	169,593	253,588	253,588
Environmental Management	307,265	(105)	0	0
<b>TOTAL PUBLIC PROTECTION</b>	288,185,002	296,500,715	315,858,552	319,143,781
<b>PUBLIC WAYS &amp; FACILITIES</b>				
<b>Public Ways</b>				
Off-Highway License Fees 00107	61,279	32,326	58,350	118,350
Public Ways 00110	17,146,920	20,197,167	21,415,092	29,362,974
SMC Half-cent Transportation 00111	2,953,785	2,261,315	2,587,729	2,586,772
SM Co-wide Road Improvements 00114	721,090	896,256	500,000	750,000
<b>TOTAL PUBLIC WAYS &amp; FACILITIES</b>	20,883,074	23,387,064	24,561,171	32,818,096

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SCHEDULE OF COUNTY SPECIFIC FINANCING USES BY BUDGET UNIT BY FUNCTION AND ACTIVITY  
FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 8A**

BUDGET UNITS (Grouped by Function and Activity) (1)	Actual 2006-2007 (2)	Actual 2007-2008 (3)	Recommended 2008-2009 (4)	Approved/ Adopted By the Board of Supervisors 2008-2009 (5)
<b>HEALTH &amp; SANITATION</b>				
Health				
Business Administration-Health	1,306,795	1,357,364	1,137,949	1,286,383
Public Health Service	24,684,703	24,272,483	24,386,870	24,386,870
Family Health Services	21,099,908	23,907,718	25,227,326	25,227,326
Health Family Plan Promotion	7,332,436	7,678,205	7,179,803	7,179,803
Environmental Health	11,703,312	12,528,256	12,747,369	12,836,919
Mental Health Service	91,312,354	117,923,119	127,354,168	127,354,168
Correctional Health	6,679,160	7,893,593	8,299,300	8,299,300
Agricultural Commission	3,447,871	4,025,260	4,010,999	4,330,119
Emergency Medical Services 00102	1,302,269	1,870,533	1,997,329	1,997,329
IHSS Public Authority 00105	11,221,527	12,844,458	14,767,405	14,767,405
Solid Waste 00115	7,901,053	6,002,030	8,817,001	9,120,391
Hospital Care				
Contribution to Medical Center	72,568,082	77,276,502	78,109,653	78,109,653
Emergency Medical Services	1,367,425	1,394,390	1,491,937	1,491,937
<b>TOTAL HEALTH &amp; SANITATION</b>	<b>261,926,895</b>	<b>298,973,911</b>	<b>315,527,109</b>	<b>316,387,603</b>
<b>PUBLIC ASSISTANCE</b>				
Administration				
Social Services	170,826,327	160,175,629	193,770,278	193,770,278
Other Assistance				
Aging and Adult Services	18,582,310	19,953,829	22,425,488	22,425,488
Department of Housing	10,570,709	8,082,882	9,214,826	8,923,073
IHSS Public Authority	4,487,523	4,487,523	4,487,523	4,487,523
<b>TOTAL PUBLIC ASSISTANCE</b>	<b>204,466,869</b>	<b>192,699,863</b>	<b>229,898,115</b>	<b>229,606,362</b>
<b>RECREATION</b>				
Recreation Facilities				
Parks & Recreation	7,868,059	8,366,641	8,463,139	8,463,139
<b>TOTAL RECREATION</b>	<b>7,868,059</b>	<b>8,366,641</b>	<b>8,463,139</b>	<b>8,463,139</b>
<b>OTHER FINANCING USES</b>				
Non-Departmental	74,201,069	89,857,688	54,490,121	58,787,081
Debt Service Fund 00301	21,399,173	27,857,252	30,784,432	38,584,574
<b>TOTAL OTHER FINANCING USES</b>	<b>95,600,242</b>	<b>117,714,940</b>	<b>85,274,553</b>	<b>97,371,655</b>
<b>TOTAL SPECIFIC EXPENDITURE REQUIREMENTS</b>	<b>1,001,674,805</b>	<b>1,054,581,658</b>	<b>1,121,333,308</b>	<b>1,150,749,556</b>



## COUNTY BUDGET FORM

## SCHEDULE 10

Fund Title: Fleet Maintenance Fund

Service Act.: Fleet Maintenance

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
OPERATION OF INTERNAL SERVICE FUND  
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2008-2009**

OPERATING DETAIL	Actual 2006-2007	Actual 2007-2008	Proposed Estimates 2008-2009	Approved Estimates 2008-2009
(1)	(2)	(3)	(4)	(5)
<u>OPERATING INCOME:</u>				
Use of Money and Property	352,526	292,753	175,000	175,000
Charges for Services	14,316	-	16,000	16,000
Interfund Revenue	5,583,664	5,558,894	5,523,544	5,713,544
Miscellaneous Revenue	78,256	192,340	104,457	104,457
Total Operating Income	6,028,762	6,043,987	5,819,001	6,009,001
<u>OPERATING EXPENSES:</u>				
Salaries and Benefits	1,274,586	1,366,746	1,418,252	1,418,252
Services and Supplies	3,192,790	2,680,931	2,554,858	2,744,858
Other Charges	438,933	516,082	553,700	553,700
Depreciation	1,617,161	1,641,813	-	-
Total Operating Expenses	6,523,470	6,205,572	4,526,810	4,716,810
Net Operating Income (Loss)	(494,708)	(161,585)	1,292,191	1,292,191
<u>NON-OPERATING REVENUES (EXPENSES):</u>				
State/Federal Grants	26,000	-	-	-
Other Financing Sources	-	-	3,000	3,000
Total Non-Operating Revenues (Expenses)	26,000	-	3,000	3,000
Net Income (Loss)	(468,708)	(161,585)	1,295,191	1,295,191

## COUNTY BUDGET FORM

## SCHEDULE 10

## COUNTY OF SAN MATEO

## STATE OF CALIFORNIA

## OPERATION OF INTERNAL SERVICE FUND

## OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2008-2009

Fund Title: Tower Road Construction Fund

Service Act.: Maint., Repair &amp; Renovation

OPERATING DETAIL	Actual 2006-2007	Actual 2007-2008	Proposed Estimates 2008-2009	Approved Estimates 2008-2009
(1)	(2)	(3)	(4)	(5)
<u>OPERATING INCOME:</u>				
Charges for Services	172,130	271,594	369,846	369,846
Interfund Revenue	3,959,036	3,840,887	4,477,998	4,477,998
Miscellaneous Revenue	35,888	55,304	-	-
Total Operating Income	4,167,054	4,167,785	4,847,844	4,847,844
<u>OPERATING EXPENSES:</u>				
Salaries and Benefits	3,060,092	3,024,525	3,364,319	3,364,319
Services and Supplies	875,021	1,140,963	1,141,776	1,141,776
Other Charges	120,729	138,441	306,813	306,813
Depreciation	1,804	1,804	-	-
Total Operating Expenses	4,057,646	4,305,733	4,812,908	4,812,908
Net Operating Income (Loss)	109,408	(137,948)	34,936	34,936
<u>NON-OPERATING REVENUES (EXPENSES):</u>				
Interest Expense	(27,743)	(32,762)	-	-
Total Non-Operating Revenues (Expenses)	(27,743)	(32,762)	-	-
Net Income (Loss)	81,665	(170,710)	34,936	34,936

## COUNTY BUDGET FORM

## SCHEDULE 11

Fund Title: Coyote Point Marina

Service Act.: Recreation

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
OPERATION OF ENTERPRISE FUND  
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2008-2009**

OPERATING DETAIL	Actual 2006-2007	Actual 2007-2008	Proposed Estimates 2008-2009	Approved Estimates 2008-2009
(1)	(2)	(3)	(4)	(5)
<u>OPERATING INCOME:</u>				
Use of Money and Property	61,813	40,687	41,500	41,500
Charges for Services	992,051	980,271	1,255,589	1,255,589
Total Operating Income	1,053,864	1,020,958	1,297,089	1,297,089
<u>OPERATING EXPENSES:</u>				
Salaries and Benefits	507,093	520,347	570,996	570,996
Services and Supplies	232,072	247,707	329,700	329,700
Other Charges	225,720	327,453	504,770	504,770
Depreciation	236,580	236,581	-	-
Total Operating Expenses	1,201,465	1,332,088	1,405,466	1,405,466
Net Operating Income (Loss)	(147,601)	(311,130)	(108,377)	(108,377)
<u>NON-OPERATING REVENUES (EXPENSES):</u>				
State/Federal Grants	-	-	494,000	494,000
Other Financing Uses	(614,609)	(83,873)	(686,828)	(686,828)
Total Non-Operating Revenues (Expenses)	(614,609)	(83,873)	(192,828)	(192,828)
Net Income (Loss)	(762,210)	(395,003)	(301,205)	(301,205)

## COUNTY BUDGET FORM

## SCHEDULE 11

Fund Title: Airport Fund

Service Act.: Airport

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
OPERATION OF ENTERPRISE FUND  
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2008-2009**

OPERATING DETAIL	Actual 2006-2007	Actual 2007-2008	Proposed Estimates 2008-2009	Approved Estimates 2008-2009
(1)	(2)	(3)	(4)	(5)
<u>OPERATING INCOME:</u>				
License Permit & Franchise	15,500	15,500	15,500	15,500
Use of Money and Property	2,141,517	2,290,754	2,082,500	2,182,500
Charges for Services	31,471	49,571	43,200	43,200
Miscellaneous Revenue	87,329	120,338	29,800	29,800
Total Operating Income	2,275,817	2,476,163	2,171,000	2,271,000
<u>OPERATING EXPENSES:</u>				
Salaries and Benefits	877,962	919,070	1,019,790	1,019,790
Services and Supplies	656,435	723,969	708,033	708,033
Other Charges	366,448	462,977	877,054	877,054
Depreciation	256,573	291,484	-	-
Total Operating Expenses	2,157,418	2,397,500	2,604,877	2,604,877
Net Operating Income (Loss)	118,399	78,663	(433,877)	(333,877)
<u>NON-OPERATING REVENUES (EXPENSES):</u>				
State/Federal Grants	2,805,119	144,982	1,937,713	2,737,713
Other Financing Sources	-	4,000,000	-	-
Total Non-Operating Revenues (Expenses)	2,805,119	4,144,982	1,937,713	2,737,713
Net Income (Loss)	2,923,518	4,223,645	1,503,836	2,403,836

## COUNTY BUDGET FORM

## SCHEDULE 11

Fund Title: San Mateo Medical Center

Service Act: Hospital Care

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
OPERATION OF ENTERPRISE FUND  
OPERATIONAL STATEMENT FOR THE FISCAL YEAR 2008-2009**

OPERATING DETAIL	Actual 2006-2007	Actual 2007-2008	Proposed Estimates 2008-2009	Approved Estimates 2008-2009
(1)	(2)	(3)	(4)	(5)
<u>OPERATING INCOME:</u>				
Taxes	5	23,185	40,023	40,023
Use of Money and Property	36,549	21,554	3,016	3,016
Charges for Services	110,292,051	106,728,524	117,834,866	118,600,342
Interfund Revenue	4,230,823	19,552,293	18,478,063	18,557,767
Miscellaneous Revenue	10,635,872	6,629,918	8,114,317	8,397,317
Total Operating Income	125,195,300	132,955,475	144,470,285	145,598,465
<u>OPERATING EXPENSES:</u>				
Salaries and Benefits	126,534,173	134,973,715	141,659,951	141,973,653
Services and Supplies	56,732,911	58,187,218	62,998,510	63,230,214
Other Charges	21,344,424	22,128,418	30,463,604	30,765,391
Depreciation	1,821,254	1,847,129	-	-
Total Operating Expenses	206,432,762	217,136,480	235,122,065	235,969,258
Net Operating Income (Loss)	(81,237,462)	(84,181,005)	(90,651,780)	(90,370,793)
<u>NON-OPERATING REVENUES (EXPENSES):</u>				
State/Federal Grants	39,970,861	40,110,997	49,274,188	49,274,188
Other Financing Sources	54,652,211	55,723,553	55,746,336	55,746,336
Other Financing Uses	(9,945,203)	(10,009,319)	(10,643,731)	(10,924,731)
Total Non-Operating Revenues (Expenses)	84,677,869	85,825,231	94,376,793	94,095,793
Net Income (Loss)	3,440,407	1,644,226	3,725,013	3,725,000

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SUMMARY OF SPECIAL DISTRICT BUDGETS**

**FOR FISCAL YEAR 2008-2009**

**COUNTY BUDGET FORM  
SCHEDULE 13**

DISTRICT AND FUND  (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated  June 30, 2008 (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)
<b><u>COUNTY SERVICE AREA</u></b>							
00131 County Service Area #1	1,098,235		2,153,935	3,252,170	2,069,888	1,182,282	3,252,170
00132 County Service Area #6	687,704		71,851	759,555	53,090	706,465	759,555
00133 County Service Area #7	173,614		48,000	221,614	88,890	132,724	221,614
00134 County Service Area #8	3,173,185		1,857,037	5,030,222	1,848,836	3,181,386	5,030,222
00135 County Service Area #11	90,356		43,500	133,856	72,876	60,980	133,856
<b><u>SEWER &amp; SANITATION</u></b>							
00151 Burlingame Hills Sewer	417,834		467,527	885,361	545,910	339,451	885,361
00152 Emerald Lake Heights Sewer	1,228,450		1,212,649	2,441,099	1,630,171	810,928	2,441,099
00153 Fair Oaks Sewer	4,709,723		4,894,331	9,604,054	6,560,766	3,043,288	9,604,054
00154 Harbor Industrial Sewer	774,786		94,734	869,520	84,074	785,446	869,520
00155 Kensington Square Sewer	182,891		63,007	245,898	45,868	200,030	245,898
00156 Oak Knoll Sewer	160,193		80,470	240,663	75,914	164,749	240,663
00157 Crystal Springs Sanitation	968,819		1,397,572	2,366,391	2,059,799	306,592	2,366,391
00158 Devonshire County Sanitation	444,302		250,638	694,940	386,418	308,522	694,940
00159 Scenic Heights County Sanitation	32,600		40,031	72,631	35,506	37,125	72,631
00160 Edgewood Sewer Maintenance	48,615		6,400	55,015	39,199	15,816	55,015
<b><u>DRAINAGE DISTRICTS</u></b>							
00176 Baywood Park Drainage	1,132		20	1,152	500	652	1,152
00177 Campo-Bello University Park Drainage	48,681		3,703	52,384	17,150	35,234	52,384
00178 East Palo Alto Drainage	-		-	-	-	-	-
00179 Enchanted Hills Drainage	6,324		1,640	7,964	2,000	5,964	7,964
00180 Harbor Industrial Drainage	12,811		-	12,811	-	12,811	12,811
00181 Highland Drainage	23,952		1,179	25,131	6,050	19,081	25,131
00182 Palo Alto Gardens Drainage	17		-	17	-	17	17
00183 Sequoia Drainage	47,493		3,132	50,625	11,000	39,625	50,625
00184 University Heights Area Drainage	193,953		18,092	212,045	30,400	181,645	212,045
<b><u>FLOOD CONTROL ZONES</u></b>							
00201 Colma Creek Flood Control Zone	7,251,746		2,666,720	9,918,466	5,821,292	4,097,174	9,918,466
00202 Colma Creek Fld. Control Sub-Zone #1	134,873		107,728	242,601	120,000	122,601	242,601
00203 Colma Creek Fld. Control Sub-Zone #2	551,646		473,978	1,025,624	420,000	605,624	1,025,624
00204 Colma Creek Fld. Control Sub-Zone #3	1,098,706		1,195,195	2,293,901	1,500,000	793,901	2,293,901
00205 Ravenswood Slough Fld Control Zone #1	269,021		11,836	280,857	22,500	258,357	280,857
00206 San Bruno Creek Flood Control Zone #1	987,602		170,000	1,157,602	393,109	764,493	1,157,602
00207 San Bruno Creek Flood Control Zone #2	329,495		202,658	532,153	294,900	237,253	532,153
00209 San Francisquito Creek Fld. Control #2	2,186,228		208,760	2,394,988	1,400,558	994,430	2,394,988
00210 San Mateo Co Flood Control Zone 1	23,453		800	24,253	3,000	21,253	24,253
<b><u>LIGHTING DISTRICTS</u></b>							
00226 Bel Aire Lighting	488,984		51,723	540,707	37,500	503,207	540,707
00227 Belmont Lighting	145,260		9,173	154,433	22,150	132,283	154,433
00228 Colma Lighting	901,297		104,241	1,005,538	439,800	565,738	1,005,538
00229 Granada Lighting	596,320		66,230	662,550	38,300	624,250	662,550
00230 Emerald Lake Lighting	2,107,845		226,315	2,334,160	59,500	2,274,660	2,334,160
00231 Enchanted Hills Lighting	112,007		10,823	122,830	8,410	114,420	122,830
00232 La Honda Lighting	167,543		15,232	182,775	6,200	176,575	182,775
00233 Menlo Park Lighting	1,440,479		228,985	1,669,464	135,500	1,533,964	1,669,464
00234 Montara Lighting	1,106,324		106,171	1,212,495	43,500	1,168,995	1,212,495
00235 Pescadero Lighting	140,867		10,874	151,741	8,200	143,541	151,741
00236 Ravenswood Lighting	2		-	2	2	-	2
<b><u>LANDSCAPE DISTRICTS</u></b>							
00266 Highlands Landscape Maintenance	50,072		7,720	57,792	4,740	53,052	57,792
<b>TOTAL</b>	<b>34,615,440</b>		<b>18,584,610</b>	<b>53,200,050</b>	<b>26,443,466</b>	<b>26,756,584</b>	<b>53,200,050</b>

## COUNTY OF SAN MATEO

## STATE OF CALIFORNIA

ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED  
AS OF JUNE 30, 2008COUNTY BUDGET FORM  
SCHEDULE 14

COUNTY FUNDS (1)	Fund Balance (per auditor) as of June 30, 2008 Actual (2)	LESS: FUND BALANCE-RESERVED/DESIGNATED			Fund Balance Unreserved/ Undesignated June 30, 2008 Actual (6)
		Encumbrances (3)	General & Other Reserves (4)	Designations (5)	
<u>COUNTY SERVICE AREA</u>					0
00131 County Service Area #1	1,098,235		-		1,098,235
00132 County Service Area #6	687,703		-		687,703
00133 County Service Area #7	173,614		-		173,614
00134 County Service Area #8	3,173,185		-		3,173,185
00135 County Service Area #11	843,971		753,615		90,356
<u>SEWER &amp; SANITATION</u>					
00151 Burlingame Hills Sewer	503,629		85,794		417,835
00152 Emerald Lake Heights Sewer	8,866,853		7,638,403		1,228,450
00153 Fair Oaks Sewer	11,016,095		6,306,372		4,709,723
00154 Harbor Industrial Sewer	793,748		18,962		774,786
00155 Kensington Square Sewer	182,891		-		182,891
00156 Oak Knoll Sewer	169,012		8,819		160,193
00157 Crystal Springs Sanitation	1,705,010		736,191		968,819
00158 Devonshire County Sanitation	451,568		7,266		444,302
00159 Scenic Heights County Sanitation	32,600		-		32,600
00160 Edgewood Sewer Maintenance	48,615		-		48,615
<u>DRAINAGE DISTRICTS</u>					
00176 Baywood Park Drainage	1,132		-		1,132
00177 Campo-Bello University Park Drainage	48,681		-		48,681
00178 East Palo Alto Drainage	-		-		-
00179 Enchanted Hills Drainage	6,324		-		6,324
00180 Harbor Industrial Drainage	12,811		-		12,811
00181 Highland Drainage	23,952		-		23,952
00182 Palo Alto Gardens Drainage	17		-		17
00183 Sequoia Drainage	47,493		-		47,493
00184 University Heights Area Drainage	193,953		-		193,953
<u>FLOOD CONTROL ZONES</u>					
00201 Colma Creek Flood Control Zone	20,388,313		13,136,567		7,251,746
00202 Colma Creek Fld. Control Sub-Zone #1	134,873		-		134,873
00203 Colma Creek Fld. Control Sub-Zone #2	551,646		-		551,646
00204 Colma Creek Fld. Control Sub-Zone #3	1,098,706		-		1,098,706
00205 Ravenswood Slough Fld Control Zone #1	269,021		-		269,021
00206 San Bruno Creek Flood Control Zone #1	987,602		-		987,602
00207 San Bruno Creek Flood Control Zone #2	329,495		-		329,495
00209 San Francisquito Creek Fld. Control #2	2,186,228		-		2,186,228
00210 San Mateo Co Flood Control Zone 1	23,453		-		23,453
<u>LIGHTING DISTRICTS</u>					
00226 Bel Aire Lighting	488,984		-		488,984
00227 Belmont Lighting	145,260		-		145,260
00228 Colma Lighting	901,297		-		901,297
00229 Granada Lighting	596,320		-		596,320
00230 Emerald Lake Lighting	2,107,845		-		2,107,845
00231 Enchanted Hills Lighting	112,007		-		112,007
00232 La Honda Lighting	167,543		-		167,543
00233 Menlo Park Lighting	1,685,596		245,117		1,440,479
00234 Montara Lighting	1,146,930		40,606		1,106,324
00235 Pescadero Lighting	140,867		-		140,867
00236 Ravenswood Lighting	2		-		2
<u>LANDSCAPE DISTRICTS</u>					
00266 Highlands Landscape Maintenance	50,072		-		50,072
<b>TOTAL</b>	<b>63,593,152</b>		<b>28,977,712</b>		<b>34,615,440</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**COUNTY SERVICE AREA NO. 1 DISTRICT BUDGET DETAIL-00131**  
**FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	844,343	909,574	1,098,235	1,098,235
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	1,647,092	1,758,028	1,840,971	1,840,971
Property Taxes - Current Unsecured	104,574	108,694	108,964	108,964
Property Taxes - Supplemental SB 813	64,628	62,275	62,000	62,000
Property Taxes - Prior	(6,565)	649	0	0
Interest Earned	53,105	57,576	35,000	35,000
Homeowner Property Tax Relief	13,990	13,646	14,000	14,000
Other Interfund Revenue	92,183	92,183	93,000	93,000
<b>TOTAL AVAILABLE FINANCING</b>	<b>2,813,349</b>	<b>3,002,625</b>	<b>3,252,170</b>	<b>3,252,170</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	1,903,774	1,904,390	2,069,888	2,069,888
PROVISION FOR RESERVE	0	0	1,182,282	1,182,282
<b>TOTAL FINANCING REQUIREMENT</b>	<b>1,903,774</b>	<b>1,904,390</b>	<b>3,252,170</b>	<b>3,252,170</b>



**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**COUNTY SERVICE AREA NO. 6 DISTRICT BUDGET DETAIL-00132**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒Other Appointed ... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
124,613,950	2,355,551	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	578,505	615,367	687,704	687,704
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	41,147	45,730	45,960	45,960
Property Taxes - Current Unsecured	2,595	2,812	3,046	3,046
Property Taxes - Prior	(162)	16	0	0
Property Taxes - Supplemental SB 813	1,593	1,585	0	0
Interest Earned	25,448	26,739	22,500	22,500
Homeowner Property Tax Relief	347	353	345	345
ERAF Rebate	3,253	2,660	0	0
ERAF III Shift	0	2,835	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>652,727</b>	<b>698,097</b>	<b>759,555</b>	<b>759,555</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	37,360	10,394	53,090	53,090
APPROPRIATION FOR CONTINGENCIES	0	0	706,465	706,465
<b>TOTAL FINANCING REQUIREMENT</b>	<b>37,360</b>	<b>10,394</b>	<b>759,555</b>	<b>759,555</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**COUNTY SERVICE AREA NO. 7 DISTRICT BUDGET DETAIL-00133**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors

☒

Other Appointed .....

☐

Other Elected .....

☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
18,387,540	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	174,545	185,345	173,614	173,614
Interest Earned	7,508	7,563	6,000	6,000
Water Sales	41,124	40,426	42,000	42,000
Water Service Charges	100	150	0	0
Other Revenue	400	0	0	0
Miscellaneous Revenue	0	261	0	0
Interfund Revenue	2,464	0	0	0
Surcharges and Penalties	384	266	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>226,526</b>	<b>234,011</b>	<b>221,614</b>	<b>221,614</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2005-2006	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Manintenance	39,235	60,397	88,890	88,890
APPROPRIATION FOR CONTINGENCIES	0	0	132,724	132,724
<b>TOTAL FINANCING REQUIREMENT</b>	<b>39,235</b>	<b>60,397</b>	<b>221,614</b>	<b>221,614</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

**COUNTY SERVICE AREA NO. 8 DISTRICT BUDGET DETAIL-00134**

**GOVERNING BOARD:**

Board of Supervisors ☒ **X**

Other Appointed ..... ☐

Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,356,055,285	70,542,146	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	2,700,848	3,118,071	3,173,185	3,173,185
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	652,991	708,084	709,814	709,814
Property Taxes - Current Unsecured	41,083	43,400	47,031	47,031
Property Taxes - Prior	(2,570)	252	0	0
Property Taxes - Supplemental SB 813	25,242	24,706	0	0
Interest Earned	125,876	127,042	53,160	53,160
Homeowner Property Tax Relief	5,496	5,446	5,309	5,309
Refuse Disposal	828,506	903,146	963,078	963,078
Franchise Fees	51,226	57,313	57,420	57,420
Rebates and Refunds	141,503	141,503	21,225	21,225
Miscellaneous Revenue	1,202	400	0	0
ERAF III Shift	0	0	0	0
ERAF Rebate	23,158	0	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>4,594,561</b>	<b>5,129,363</b>	<b>5,030,222</b>	<b>5,030,222</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2005-2006	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	1,263,886	1,958,398	1,848,836	1,848,836
APPROPRIATION FOR CONTINGENCIES	0	0	3,181,386	3,181,386
<b>TOTAL FINANCING REQUIREMENT</b>	<b>1,263,886</b>	<b>1,958,398</b>	<b>5,030,222</b>	<b>5,030,222</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**COUNTY SERVICE AREA NO. 11 DISTRICT BUDGET DETAIL-00135**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒

Other Appointed ..... ☐

Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
26,104,315	447,118	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	129,864	107,978	90,356	90,356
Interest Earned	5,235	4,451	3,500	3,500
Water Sales	41,952	43,422	40,000	40,000
Water Service Charges	50	0	0	0
Misc Revenue	35	77	0	0
Surcharges & Penalties	1,800	1,740	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>178,936</b>	<b>157,668</b>	<b>133,856</b>	<b>133,856</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	92,490	88,843	72,876	72,876
APPROPRIATION FOR CONTINGENCIES	0	0	60,980	60,980
<b>TOTAL FINANCING REQUIREMENT</b>	<b>92,490</b>	<b>88,843</b>	<b>133,856</b>	<b>133,856</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**BURLINGAME HILLS SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00151  
FOR FISCAL YEAR 2008-2009**

8 - 33  
**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒ X  
Other Appointed ... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
413,103,287	311,032	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	233,892	340,392	417,834	417,834
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	43,028	46,051	46,543	46,543
Property Taxes - Current Unsecured	2,729	2,845	3,085	3,085
Property Taxes - Prior	(171)	15	0	0
Property Taxes - Supplemental SB 813	1,677	1,629	0	0
Interest Earned	14,167	12,696	10,000	10,000
Homeowner Property Tax Relief	365	357	349	349
Connection Charges	4,551	3,497	0	0
Sewer Service Charges	344,558	348,823	407,550	407,550
Other Special Charges	57,671	800	0	0
ERAF Rebate	19,449	16,574	0	0
ERAF III Shift	0	0	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>721,915</b>	<b>773,679</b>	<b>885,361</b>	<b>885,361</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	383,174	357,645	545,910	545,910
APPROPRIATION FOR CONTINGENCIES	0	0	339,451	339,451
RESERVE	0	0	0	0
<b>TOTAL FINANCING REQUIREMENT</b>	<b>383,174</b>	<b>357,645</b>	<b>885,361</b>	<b>885,361</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**EMERALD LAKE HEIGHTS SEWER DISTRICT BUDGET DETAIL-00152**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD:**  
 Board of Supervisors ☒ **X**  
 Other Appointed ... ☐  
 Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,289,854,949	566,895	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	1,032,039	1,298,676	1,228,450	1,228,450
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	11,011	12,033	12,110	12,110
Property Taxes - Current Unsecured	696	741	803	803
Property Taxes - Prior	(44)	(5)	0	0
Property Taxes - Supplemental SB 813	426	430	0	0
Interest Earned	49,170	49,922	40,000	40,000
Homeowner Property Tax Relief	93	93	91	91
Annexation Charges	400	0	0	0
Sewer Service Charges	737,544	948,048	1,159,645	1,159,645
Other Special Charges	1,800	1,800	0	0
Connection Charges	23,064	39,159	0	0
Federal Aid - Disaster Relief	13,273	0	0	0
ERAF Rebate	5,389	4,299	0	0
Miscellaneous Revenues	0	36,000	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>1,874,861</b>	<b>2,391,196</b>	<b>2,441,099</b>	<b>2,441,099</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	831,725	1,418,735	1,630,171	1,630,171
APPROPRIATION FOR CONTINGENCIES	0	0	810,928	810,928
<b>TOTAL FINANCING REQUIREMENT</b>	<b>831,725</b>	<b>1,418,735</b>	<b>2,441,099</b>	<b>2,441,099</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
FAIR OAKS MAINTENANCE DISTRICT BUDGET DETAIL-00153  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM****SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒Other Appointed ..... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
5,099,988,112	184,486,202	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	2,552,498	3,602,007	4,709,723	4,709,723
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	298,335	311,592	310,495	310,495
Property Taxes - Current Unsecured	17,075	16,217	18,910	18,910
Property Taxes - Prior	(2)	(146)	0	0
Property Taxes - Supplemental SB 813	11,724	11,462	0	0
Interest Earned	140,034	160,400	120,000	120,000
Homeowner Property Tax Relief	2,553	2,432	2,356	2,356
Connection Charges	35,568	87,167	0	0
Sewer Service Charges	2,947,790	4,423,751	4,432,570	4,432,570
Plan Checking Fees	300	916	0	0
Other Special Charges	8,950	10,100	0	0
Annexation Charges	1,600	800	0	0
Other Taxes	145	197	0	0
Other Administrative Assessment	21,136	26,420	10,000	10,000
Project Cost Reimbursement	199,981	180	0	0
ERAF Rebate	153,156	113,945	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>6,390,843</b>	<b>8,767,440</b>	<b>9,604,054</b>	<b>9,604,054</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	2,918,665	4,216,668	6,560,766	6,560,766
CONTINGENCIES	0.00	0.00	3,043,288	3,043,288
<b>TOTAL FINANCING REQUIREMENT</b>	<b>2,918,665</b>	<b>4,216,668</b>	<b>9,604,054</b>	<b>9,604,054</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**HARBOR INDUSTRIAL SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00154**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒

Other Appointed .... ☐

Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
106,370,988	6,111,422	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	673,420	715,508	774,786	774,786
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	6,518	6,547	5,689	5,689
Property Taxes - Current Unsecured	373	357	384	384
Property Taxes - Prior	(24)	(3)	0	0
Property Taxes - Supplemental SB 813	240	225	0	0
Interest Earned	28,937	29,538	25,000	25,000
Sewer Service Charges	57,192	61,322	63,617	63,617
Homeowner Property Tax Relief	52	47	44	44
Plan Checking Fees	0	300	0	0
Other Special Charges	400	300	0	0
Connection Charges	0	8,695	0	0
ERAF Rebate	3,677	2,250	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>770,785</b>	<b>825,086</b>	<b>869,520</b>	<b>869,520</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	56,681	51,704	84,074	84,074
APPROPRIATION FOR CONTINGENCIES	0	0	785,446	785,446
<b>TOTAL FINANCING REQUIREMENT</b>	<b>56,681</b>	<b>51,704</b>	<b>869,520</b>	<b>869,520</b>



**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**KENSINGTON SQUARE SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00155**  
**FOR FISCAL YEAR 2008-2009**

8 - 37  
**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
 GOVERNING BOARD:  
 Board of Supervisors ☒  
 Other Appointed ..... ☐  
 Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
28,176,510	38,896	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	147,888	178,185	182,891	182,891
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	8,002	8,309	8,388	8,388
Property Taxes - Current Unsecured	507	512	556	556
Property Taxes - Prior	(32)	(4)	0	0
Property Taxes - Supplemental SB 813	313	303	0	0
Interest Earned	6,700	7,194	6,000	6,000
Homeowner Property Tax Relief	68	64	63	63
Sewer Service Charges	27,510	36,908	48,000	48,000
ERAF Rebate	3,249	3,002	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>194,205</b>	<b>234,473</b>	<b>245,898</b>	<b>245,898</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	16,260	51,683	45,868	45,868
APPROPRIATION FOR CONTINGENCIES	0	0	200,030	200,030
<b>TOTAL FINANCING REQUIREMENT</b>	<b>16,260</b>	<b>51,683</b>	<b>245,898</b>	<b>245,898</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
OAK KNOLL SEWER MAINTENANCE DISTRICT BUDGET DETAIL-00156  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**  
Board of Supervisors .. ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
75,634,346	8,368	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	128,697	171,581	160,193	160,193
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	2,422	2,519	2,458	2,458
Property Taxes - Current Unsecured	154	156	150	150
Property Taxes - Prior	(10)	(1)	0	0
Property Taxes - Supplemental SB 813	96	92	0	0
Interest Earned	6,419	6,738	5,000	5,000
Homeowner Property Tax Relief	21	20	19	19
Sewer Service Charges	47,136	60,545	72,843	72,843
Annexation Charges	7,186	2,400	0	0
Connection Charges	7,186	7,558	0	0
Other Special Charges	300	100	0	0
ERAF Rebate	1,268	948	0	0
Plan Checking Fees	0	300	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>200,876</b>	<b>252,956</b>	<b>240,663</b>	<b>240,663</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	29,696	93,165	75,914	75,914
APPROPRIATION FOR CONTINGENCIES	0	0	164,749	164,749
<b>TOTAL FINANCING REQUIREMENT</b>	<b>29,696</b>	<b>93,165</b>	<b>240,663</b>	<b>240,663</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
CRYSTAL SPRINGS SANITATION DISTRICT BUDGET DETAIL-00157  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM****SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒Other Appointed ..... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
703,867,021	156,797	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	145,055	438,206	968,819	968,819
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	38,613	41,133	41,509	41,509
Property Taxes - Current Unsecured	2,445	2,537	2,751	2,751
Property Taxes - Prior	(153)	(19)	0	0
Property Taxes - Supplemental SB 813	1,511	1,489	0	0
Interest Earned	14,713	23,163	4,000	4,000
Homeowner Property Tax Relief	327	318	311	311
Sewer Service Charges	737,729	1,347,164	1,349,001	1,349,001
Other Special Charges	4,091	3,891	0	0
Project Cost Reimbursement	16,003	0	0	0
ERAF Rebate	19,864	15,101	0	0
Plan Checking Fees	0	150	0	0
Connection Charges	0	1,084	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>980,198</b>	<b>1,874,217</b>	<b>2,366,391</b>	<b>2,366,391</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	557,659	921,064	2,059,799	2,059,799
APPROPRIATION FOR CONTINGENCIES	0	0	306,592	306,592
<b>TOTAL FINANCING REQUIREMENT</b>	<b>557,659</b>	<b>921,064</b>	<b>2,366,391</b>	<b>2,366,391</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
DEVONSHIRE COUNTY SANITATION DISTRICT BUDGET DETAIL-00158  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors .... ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
168,247,823	70,482	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	328,442	391,432	444,302	444,302
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	19,786	21,085	32,857	32,857
Property Taxes - Current Unsecured	1,244	1,291	1,284	1,284
Property Taxes - Prior	(78)	(9)	0	0
Property Taxes - Supplemental SB 813	761	757	0	0
Interest Earned	15,032	15,677	11,412	11,412
Homeowner Property Tax Relief	166	162	164	164
Sewer Service Charges	37,134	(379)	204,921	204,921
Bonds - Special Charges	98,115	175,146	0	0
Other Special Charges	400	400	0	0
ERAF Rebate	8,861	7,524	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>509,864</b>	<b>613,086</b>	<b>694,940</b>	<b>694,940</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	120,076	168,786	386,418	386,418
APPROPRIATION FOR CONTINGENCIES	0	0	308,522	308,522
<b>TOTAL FINANCING REQUIREMENT</b>	<b>120,076</b>	<b>168,786</b>	<b>694,940</b>	<b>694,940</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**SCENIC HEIGHTS COUNTY SANITATION DISTRICT BUDGET DETAIL-00159  
FOR FISCAL YEAR 2008-2009**

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**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:  
Board of Supervisors ☒  
Other Appointed .. ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
24,284,239	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	30,866	33,897	32,600	32,600
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	939	956	960	960
Property Taxes - Current Unsecured	59	59	64	64
Property Taxes - Prior	(4)	0	0	0
Property Taxes - Supplemental SB 813	37	35	0	0
Interest Earned	1,407	1,183	1,300	1,300
Homeowner Property Tax Relief	8	7	7	7
Sewer Service Charges	22,376	28,930	37,700	37,700
ERAF Rebate	492	359	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>56,180</b>	<b>65,426</b>	<b>72,631</b>	<b>72,631</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	22,282	32,825	35,506	35,506
APPROPRIATION FOR CONTINGENCIES	0	0	37,125	37,125
<b>TOTAL FINANCING REQUIREMENT</b>	<b>22,282</b>	<b>32,825</b>	<b>72,631</b>	<b>72,631</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**EDGEWOOD SEWER MAINTENANCE DISTRICT BUDGET DETAIL- 00160  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒ X  
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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	73,986	77,753	48,615	48,615
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	0	0	0	0
Property Taxes - Current Unsecured	0	0	0	0
Property Taxes - Prior	0	0	0	0
Property Taxes - Supplemental SB 813	0	0	0	0
Interest Earned	3,267	3,315	100	100
Homeowner Property Tax Relief	0	0	0	0
Annexation Charges	0	0	0	0
Connection Charges	0	0	0	0
Sewer Service Charges	0	3,735	6,300	6,300
Other Special Charges	500	0	0	0
<b>TOTAL AVAILANLE FINANCING</b>	<b>77,753</b>	<b>84,803</b>	<b>55,015</b>	<b>55,015</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	0	36,189	39,199	39,199
APPROPRIATION FOR CONTINGENCIES	0	0	15,816	15,816
<b>TOTAL FINANCING REQUIREMENT</b>	<b>0</b>	<b>36,189</b>	<b>55,015</b>	<b>55,015</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BAYWOOD PARK DRAINAGE DISTRICT BUDGET DETAIL-00176  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
25,587,731	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	1,046	1,089	1,132	1,132
Interest Earned	46	20	20	20
TOTAL AVAILABLE FINANCING	1,091	1,109	1,152	1,152

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	3	3	500	500
APPROPRIATION FOR CONTINGENCIES	0	0	652	652
TOTAL FINANCING REQUIREMENT	3	3	1,152	1,152

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**CAMPO-BELLO UNIVERSITY PARK DRAINAGE DISTRICT BUDGET DETAIL-00177  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:  
Board of Supervisors ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
252,875,135	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	39,864	44,143	48,681	48,681
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	2,025	2,152	2,051	2,051
Property Taxes - Current Unsecured	121	125	136	136
Property Taxes - Prior	(8)	(1)	0	0
Property Taxes - Supplemental SB 813	75	74	0	0
Interest Earned	1,794	1,912	1,500	1,500
Homeowner Property Tax Relief	16	16	16	16
ERAF Rebate	355	371	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>44,244</b>	<b>48,792</b>	<b>52,384</b>	<b>52,384</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	101	111	17,150	17,150
APPROPRIATION FOR CONTINGENCIES	0	0	35,234	35,234
<b>TOTAL FINANCING REQUIREMENT</b>	<b>0</b>	<b>111</b>	<b>52,384</b>	<b>52,384</b>



## COUNTY OF SAN MATEO

## STATE OF CALIFORNIA

## SPECIAL DISTRICTS

EAST PALO ALTO DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00178  
FOR FISCAL YEAR 2008-2009

## DISTRICT BUDGET FORM

## SCHEDULE 16

## GOVERNING BOARD:

Board of Supervisors .. ☒Other Appointed ..... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,325,058,206	55,685,294	

## SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES

## (ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	30,319	30,319	0	0
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	42,417	0	0	0
Property Taxes - Current Unsecured	2,659	0	0	0
Property Taxes - Prior	(171)	0	0	0
Property Taxes - Supplemental SB 813	1,806	198	0	0
Interest Earned	835	811	0	0
Homeowner Property Tax Relief	427	0	0	0
ERAF Rebate	2,730	0	0	0
All Other Miscellaneous Revenue	0	7,986	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>81,021</b>	<b>39,314</b>	<b>0</b>	<b>0</b>

## SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	38,484	8,994	0	0
APPROPRIATION FOR CONTINGENCIES	0	0	0	0
<b>TOTAL FINANCING REQUIREMENT</b>	<b>38,484</b>	<b>8,994</b>	<b>0</b>	<b>0</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**ENCHANTED HILLS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00179**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒ **X**  
 Other Appointed ..... ☐  
 Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
108,062,262	56,326	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	2,950	4,519	6,324	6,324
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	1,265		1,341	1,341
Property Taxes - Current Unsecured	80		89	89
Property Taxes - Prior	(5)		0	0
Property Taxes - Supplemental SB 813	50		0	0
Interest Earned	244		200	200
Homeowner Property Tax Relief	11		10	10
ERAF Rebate	143		0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>4,738</b>	<b>4,519</b>	<b>7,964</b>	<b>7,964</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	219	13	2,000	2,000
APPROPRIATION FOR CONTINGENCIES	0	0	5,964	5,964
<b>TOTAL FINANCING REQUIREMENT</b>	<b>219</b>	<b>13</b>	<b>7,964</b>	<b>7,964</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

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**DISTRICT BUDGET FORM  
SCHEDULE 16**

**HARBOR INDUSTRIAL DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00180  
FOR FISCAL YEAR 2008-2009**

GOVERNING BOARD:  
Board of Supervisors ☒ **X**  
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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	31,991	12,289	12,811	12,811
Interest Earned	517	522	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>32,508</b>	<b>12,811</b>	<b>12,811</b>	<b>12,811</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	0	0	0	0
APPROPRIATION FOR CONTINGENCIES	0	0	12,811	12,811
<b>TOTAL FINANCING REQUIREMENT</b>	<b>0</b>	<b>0</b>	<b>12,811</b>	<b>12,811</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**HIGHLANDS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00181  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:  
Board of Supervisors ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
54,197,012	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	21,136	22,512	23,952	23,952
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	331	352	354	354
Property Taxes - Current Unsecured	22	22	23	23
Property Taxes - Prior	0	0	0	0
Property Taxes - Supplemental SB 813	0	0	0	0
Interest Earned	620	963	800	800
Homeowner Property Tax Relief	3	3	2	2
ERAF Rebate	0	0	0	0
ERAF III Shift	0	0	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>22,112</b>	<b>23,852</b>	<b>25,131</b>	<b>25,131</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	34	39	6,050	6,050
APPROPRIATION FOR CONTINGENCIES	0	0	19,081	19,081
<b>TOTAL FINANCING REQUIREMENT</b>	<b>34</b>	<b>39</b>	<b>25,131</b>	<b>25,131</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

**PALO ALTO GARDENS DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00182  
FOR FISCAL YEAR 2008-2009**

GOVERNING BOARD:  
Board of Supervisors ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,325,058,206	55,685,294	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recomended 2008-2009	Approved 2008-2009
FUND BALANCE	15	15	17	17
SB 813 Redemption	0	0	0	0
Interest Earned	1	1	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recomended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	0	0	0	0
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>17</b>
<b>TOTAL FINANCING REQUIREMENT</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>17</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SEQUOIA DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00183  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:  
Board of Supervisors ☒  
Other Appointed .... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
31,280,380	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	38,994	43,090	47,493	47,493
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	1,463	1,515	1,530	1,530
Property Taxes - Current Unsecured	93	93	90	90
Property Taxes - Prior	(6)	(1)	0	0
Property Taxes - Supplemental SB 813	57	55	0	0
Interest Earned	1,756	1,867	1,500	1,500
Homeowner Property Tax Relief	12	12	12	12
ERAF Rebate	807	932	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>43,176</b>	<b>47,563</b>	<b>50,625</b>	<b>50,625</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	87	71	11,000	11,000
APPROPRIATION FOR CONTINGENCIES	0	0	39,625	39,625
<b>TOTAL FINANCING REQUIREMENT</b>	<b>87</b>	<b>71</b>	<b>50,625</b>	<b>50,625</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

**UNIVERSITY HEIGHTS AREA DRAINAGE MAINTENANCE DISTRICT BUDGET DETAIL-00184  
FOR FISCAL YEAR 2008-2009**

GOVERNING BOARD:

Board of Supervisors ☒  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
895,738,486	1,753,352	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	153,384	172,953	193,953	193,953
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	10,297	11,151	11,262	11,262
Property Taxes - Current Unsecured	653	689	746	746
Property Taxes - Prior	(41)	(5)	0	0
Property Taxes - Supplemental SB 813	396	401	0	0
Interest Earned	7,080	7,541	6,000	6,000
Homeowner Property Tax Relief :	87	86	84	84
ERAF Rebate	1,272	1,333	0	0
IFR-Special District Fund	1	0	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>173,129</b>	<b>194,149</b>	<b>212,045</b>	<b>212,045</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	252	176	30,400	30,400
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>181,645</b>	<b>181,645</b>
<b>TOTAL FINANCING REQUIREMENT</b>	<b>252</b>	<b>176</b>	<b>212,045</b>	<b>212,045</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**COLMA CREEK CONTROL ZONE DISTRICT BUDGET DETAIL-00201**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒Other Appointed .. ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
292,215,962	32,340,430	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	6,190,870	6,999,749	7,251,746	7,251,746
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	417,241	441,640	440,898	440,898
Property Taxes - Current Unsecured	16,758	17,589	22,490	22,490
Property Taxes - Prior	1,030	5,511	0	0
Property Taxes - Supplemental SB 813	18,350	17,952	0	0
Interest Earned	234,130	250,285	150,000	150,000
Homeowner Property Tax Relief	4,031	3,934	3,752	3,752
Other Taxes	0	13,902	0	0
Land & Building Rentals	9,650	7,640	9,580	9,580
Project Cost Reimbursement	503,490	0	0	0
Operating Transfer In	1,410,000	1,460,000	0	0
Interfund Revenue	50	51	0	0
ERAF Rebate	45,909	45,570	0	0
Other Financing Sources	0	0	2,040,000	2,040,000
<b>TOTAL AVAILABLE FINANCING</b>	<b>8,851,509</b>	<b>9,263,823</b>	<b>9,918,466</b>	<b>9,918,466</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	2,095,442	2,293,355	5,821,292	5,821,292
APPROPRIATION FOR CONTINGENCIES	0	0	4,097,174	4,097,174
<b>TOTAL FINANCING REQUIREMENT</b>	<b>2,095,442</b>	<b>2,293,355</b>	<b>9,918,466</b>	<b>9,918,466</b>



**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA CREEK CONTROL SUBZONE 1 DISTRICT BUDGET DETAIL-00202  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒

Other Appointed ..... ☐

Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
292,215,962	32,340,430	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	71,625	108,474	134,873	134,873
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	103,333	111,803	99,137	99,137
Property Taxes - Current Unsecured	3,571	3,747	4,692	4,692
Property Taxes - Prior	(455)	(55)	0	0
Property Taxes - Supplemental SB 813	4,498	4,431	0	0
Interest Earned	5,264	6,433	3,000	3,000
Homeowner Property Tax Relief	970	949	899	899
ERAF Rebate	9,669	9,091	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>198,474</b>	<b>244,873</b>	<b>242,601</b>	<b>242,601</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	90,000	110,000	120,000	120,000
APPROPRIATION FOR CONTINGENCIES	0	0	122,601	122,601
<b>TOTAL FINANCING REQUIREMENT</b>	<b>90,000</b>	<b>110,000</b>	<b>242,601</b>	<b>242,601</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA CREEK CONTROL SUBZONE 2 DISTRICT BUDGET DETAIL-00203  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors .... ☒Other Appointed ..... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
2,916,238,964	387,192,423	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	223,781	379,013	551,646	551,646
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	469,132	482,124	456,219	456,219
Property Taxes - Current Unsecured	(29,254)	(28,244)	0	0
Property Taxes - Prior	14,427	32,079	0	0
Property Taxes - Supplemental SB 813	28,109	28,256	0	0
Interest Earned	18,315	23,432	12,000	12,000
Homeowner Property Tax Relief	6,308	6,197	5,759	5,759
Other In-Lieu Taxes	296	303	0	0
ERAF Rebate	32,900	28,487	0	0
			0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>764,013</b>	<b>951,647</b>	<b>1,025,624</b>	<b>1,025,624</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	0	0	0	0
Other Financing Uses				
Operating Transfer Out	385,000	400,000	420,000	420,000
<b>APPROPRIATION FOR CONTINGENCIES</b>	<b>0</b>	<b>0</b>	<b>605,624</b>	<b>605,624</b>
<b>TOTAL FINANCING REQUIREMENT</b>	<b>385,000</b>	<b>400,000</b>	<b>1,025,624</b>	<b>1,025,624</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA CREEK CONTROL SUBZONE 3 DISTRICT BUDGET DETAIL-00204  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒

Other Appointed .... ☐

Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
10,201,983,399	197,262,795	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	436,348	739,898	1,098,706	1,098,706
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	1,016,416	1,081,968	1,093,060	1,093,060
Property Taxes - Current Unsecured	66,001	68,006	73,700	73,700
Property Taxes - Prior	(4,153)	388	0	0
Property Taxes - Supplemental SB 813	40,734	39,470	0	0
Interest Earned	40,270	49,467	20,000	20,000
Homeowner Property Tax Relief	8,883	8,644	8,435	8,435
ERAF Rebate	70,398	60,865	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>1,674,898</b>	<b>2,048,706</b>	<b>2,293,901</b>	<b>2,293,901</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	935,000	950,000	1,500,000	1,500,000
APPROPRIATION FOR CONTINGENCIES	0	0	793,901	793,901
<b>TOTAL FINANCING REQUIREMENT</b>	<b>935,000</b>	<b>950,000</b>	<b>2,293,901</b>	<b>2,293,901</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**RAVENSWOOD SLOUGH FLOOD CONTROL ZONE DISTRICT BUDGET DETAIL-00205  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒

Other Appointed ..... ☐

Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
3,028,729,011	179,365,430	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	243,703	252,695	269,021	269,021
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	3,779	4,159	4,156	4,156
Property Taxes - Current Unsecured	113	16	134	134
Property Taxes - Prior	261	4	0	0
Property Taxes - Supplemental SB 813	271	267	0	0
Interest Earned	10,695	10,808	7,500	7,500
Homeowner Property Tax Relief	58	58	46	46
Other Taxes	74	133	0	0
ERAF Rebate	1,104	1,246	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>260,059</b>	<b>269,386</b>	<b>280,857</b>	<b>280,857</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	7,364	366	22,500	22,500
APPROPRIATION FOR CONTINGENCIES	0	0	258,357	258,357
<b>TOTAL FINANCING REQUIREMENT</b>	<b>7,364</b>	<b>366</b>	<b>280,857</b>	<b>280,857</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**SAN BRUNO CREEK FLOOD CONTROL ZONE 1 DISTRICT BUDGET DETAIL-00206  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

**GOVERNING BOARD:**

Board of Supervisors ☒

Other Appointed ... ☐

Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
9,283,607	10,000	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	511,495	871,052	987,602	987,602
Interest Earned	28,141	35,309	20,000	20,000
Project Cost Reimbursement	177,254	0	0	0
Operating Transfer In	200,000	150,000	150,000	150,000
<b>TOTAL AVAILABLE FINANCING</b>	<b>916,890</b>	<b>1,056,361</b>	<b>1,157,602</b>	<b>1,157,602</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	45,838	68,760	393,109	393,109
APPROPRIATION FOR CONTINGENCIES	0	0	764,493	764,493
<b>TOTAL FINANCING REQUIREMENT</b>	<b>45,838</b>	<b>68,760</b>	<b>1,157,602</b>	<b>1,157,602</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**SAN BRUNO FLOOD CONTROL ZONE 2 DISTRICT BUDGET DETAIL-00207**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒Other Appointed ..... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
3,922,812,880	90,008,172	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	320,550	291,661	329,495	329,495
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	162,195	162,195	176,084	176,084
Property Taxes - Current Unsecured	11,479	11,479	13,092	13,092
Property Taxes - Prior	308	308	0	0
Property Taxes - Supplemental SB 813	6,945	6,945	0	0
Interest Earned	17,615	17,615	12,000	12,000
Homeowner Property Tax Relief	1,536	1,536	1,482	1,482
ERAF Rebate	12,273	12,273	0	0
Other Taxes	4,075	4,075	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>536,976</b>	<b>508,087</b>	<b>532,153</b>	<b>532,153</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies- Repair and Maintenance	245,315	190,845	294,900	294,900
APPROPRIATION FOR CONTINGENCIES	0	0	237,253	237,253
<b>TOTAL FINANCING REQUIREMENT</b>	<b>245,315</b>	<b>190,845</b>	<b>532,153</b>	<b>532,153</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN FRANCISQUITO CREEK FLOOD CONTROL ZONE 2 DISTRICT BUDGET DETAIL-00209  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:  
Board of Supervisors ☒  
Other Appointed..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
10,299,384,223	244,306,579	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	1,962,172	2,016,582	2,186,228	2,186,228
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	161,871	173,744	175,790	175,790
Property Taxes - Current Unsecured	10,278	10,745	11,650	11,650
Property Taxes - Prior	(644)	(78)	0	0
Property Taxes - Supplemental SB 813	6,314	6,285	0	0
Interest Earned	86,699	85,364	20,000	20,000
Homeowner Property Tax Relief	1,375	1,349	1,320	1,320
All Other Local Government Revenue	0	0	0	0
ERAF Rebate	17,750	17,708	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>2,245,814</b>	<b>2,311,699</b>	<b>2,394,988</b>	<b>2,394,988</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	229,232	125,471	1,400,558	1,400,558
APPROPRIATION FOR CONTINGENCIES	0	0	994,430	994,430
<b>TOTAL FINANCING REQUIREMENT</b>	<b>229,232</b>	<b>125,471</b>	<b>2,394,988</b>	<b>2,394,988</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**SAN MATEO CO FLOOD CONTROL ZONE 1 DISTRICT BUDGET DETAIL-00210**  
**FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	21,552	22,498	23,453	23,453
Interest Earned	946	955	800	800
TOTAL AVAILABLE FINANCING	22,498	23,453	24,253	24,253

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	0	0	3,000	3,000
APPROPRIATION FOR CONTINGENCIES	0	0	21,253	21,253
TOTAL FINANCING REQUIREMENT	0	0	24,253	24,253



**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**BEL AIRE LIGHTING DISTRICT BUDGET DETAIL-00226**  
**FOR FISCAL YEAR 2008-2009**

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**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD:**  
 Board of Supervisors ☒  
 Other Appointed ..... ☐  
 Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
465,253,535	96,429	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	389,983	439,021	488,984	488,984
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	31,988	33,890	34,199	34,199
Property Taxes - Current Unsecured	2,026	2,090	2,267	2,267
Property Taxes - Prior	(127)	(15)	0	0
Property Taxes - Supplemental SB 813	1,255	1,229	0	0
Interest Earned	17,755	19,077	15,000	15,000
Homeowner Property Tax Relief	271	262	257	257
ERAF Rebate	14,920	17,114	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>458,070</b>	<b>512,668</b>	<b>540,707</b>	<b>540,707</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	19,049	23,684	37,500	37,500
APPROPRIATION FOR CONTINGENCIES	0	0	503,207	503,207
<b>TOTAL FINANCING REQUIREMENT</b>	<b>19,049</b>	<b>23,684</b>	<b>540,707</b>	<b>540,707</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BELMONT LIGHTING DISTRICT BUDGET DETAIL-00227  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM****SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒Other Appointed ..... ☐Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
99,840,012	5,740,066	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	130,301	137,764	145,260	145,260
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	3,881	3,981	3,886	3,886
Property Taxes - Current Unsecured	238	237	258	258
Property Taxes - Prior	(15)	(2)	0	0
Property Taxes - Supplemental SB 813	149	142	0	0
Interest Earned	5,748	5,855	5,000	5,000
Homeowner Property Tax Relief	32	30	29	29
ERAF Rebate	1,579	1,728	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>141,913</b>	<b>149,735</b>	<b>154,433</b>	<b>154,433</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	4,149	4,475	22,150	22,150
APPROPRIATION FOR CONTINGENCIES	0	0	132,283	132,283
<b>TOTAL FINANCING REQUIREMENT</b>	<b>4,149</b>	<b>4,475</b>	<b>154,433</b>	<b>154,433</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA LIGHTING DISTRICT BUDGET DETAIL-00228  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:**  
Board of Supervisors ☒ **X**  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,011,976,346	44,379,098	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	771,031	862,093	901,297	901,297
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	77,291	78,130	78,453	78,453
Property Taxes - Current Unsecured	4,870	4,787	5,199	5,199
Property Taxes - Prior	(303)	(37)	0	0
Property Taxes - Supplemental SB 813	2,953	2,865	0	0
Interest Earned	35,048	37,352	20,000	20,000
Homeowner Property Tax Relief	652	602	589	589
ERAF Rebate	28,270	32,003	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>919,811</b>	<b>1,017,795</b>	<b>1,005,538</b>	<b>1,005,538</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	57,718	121,482	439,800	439,800
APPROPRIATION FOR CONTINGENCIES	0	0	565,738	565,738
<b>TOTAL FINANCING REQUIREMENT</b>	<b>57,718</b>	<b>121,482</b>	<b>1,005,538</b>	<b>1,005,538</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**GRANADA LIGHTING DISTRICT BUDGET DETAIL-00229**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD:**  
 Board of Supervisors ☒ **X**  
 Other Appointed ..... ☐  
 Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
526,604,725	916,989	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	515,491	533,645	596,320	596,320
Additional Financing Sources				
Taxes	41,965	44,390	44,917	44,917
Property Taxes - Current Secured	2,664	2,744	2,976	2,976
Property Taxes - Current Unsecured	(166)	(20)	0	0
Property Taxes - Prior	23,149	23,162	18,000	18,000
Property Taxes - Supplemental SB 813	4,236	4,214	0	0
Interest Earned	356	345	337	337
Homeowner Property Tax Relief	1,623	1,613	0	0
ERAF Rebate				
<b>TOTAL AVAILABLE FINANCING</b>	<b>589,319</b>	<b>610,093</b>	<b>662,550</b>	<b>662,550</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	55,674	14,902	38,300	38,300
APPROPRIATION FOR CONTINGENCIES	0	0	624,250	624,250
<b>TOTAL FINANCING REQUIREMENT</b>	<b>55,674</b>	<b>14,902</b>	<b>662,550</b>	<b>662,550</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EMERALD LAKE LIGHTING DISTRICT BUDGET DETAIL-00230  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:  
Board of Supervisors ☒   
Other Appointed ..... ☐   
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
1,821,630,462	4,491,208	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	1,605,282	1,848,793	2,107,845	2,107,845
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	136,098	143,980	145,575	145,575
Property Taxes - Current Unsecured	8,634	8,895	9,647	9,647
Property Taxes - Prior	(539)	(66)	0	0
Property Taxes - Supplemental SB 813	5,277	5,230	0	0
Interest Earned	73,427	80,752	70,000	70,000
Homeowner Property Tax Relief	1,155	1,117	1,093	1,093
ERAF Rebate	52,583	60,664	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>1,881,917</b>	<b>2,149,365</b>	<b>2,334,160</b>	<b>2,334,160</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	33,124	41,520	59,500	59,500
APPROPRIATION FOR CONTINGENCIES	0	0	2,274,660	2,274,660
<b>TOTAL</b>	<b>33,124</b>	<b>41,520</b>	<b>2,334,160</b>	<b>2,334,160</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
ENCHANTED HILLS LIGHTING DISTRICT BUDGET DETAIL-00231  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors ☒ **X**  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
84,214,723	25,488	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	91,206	101,255	112,007	112,007
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	5,864	6,296	6,354	6,354
Property Taxes - Current Unsecured	371	388	421	421
Property Taxes - Prior	(23)	(3)	0	0
Property Taxes - Supplemental SB 813	231	227	0	0
Interest Earned	4,119	4,382	4,000	4,000
Homeowner Property Tax Relief	50	49	48	48
ERAF Rebate	2,290	2,597	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>104,108</b>	<b>115,191</b>	<b>122,830</b>	<b>122,830</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	2,852	3,185	8,410	8,410
APPROPRIATION FOR CONTINGENCIES	0	0	114,420	114,420
<b>TOTAL FINANCING REQUIREMENT</b>	<b>2,852</b>	<b>3,185</b>	<b>122,830</b>	<b>122,830</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
LA HONDA LIGHTING DISTRICT BUDGET DETAIL-00232  
FOR FISCAL YEAR 2008-2009**

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**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☒   
Other Appointed ..... ☐   
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
22,337,745	284,933	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	135,029	150,929	167,543	167,543
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	8,642	9,043	8,598	8,598
Property Taxes - Current Unsecured	517	525	570	570
Property Taxes - Prior	(32)	(4)	0	0
Property Taxes - Supplemental SB 813	319	311	0	0
Interest Earned	6,116	6,530	6,000	6,000
Homeowner Property Tax Relief	69	66	64	64
ERAF Rebate	3,686	4,186	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>154,345</b>	<b>171,586</b>	<b>182,775</b>	<b>182,775</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	3,417	4,043	6,200	6,200
APPROPRIATION FOR CONTINGENCIES	0	0	176,575	176,575
<b>TOTAL FINANCING REQUIREMENT</b>	<b>3,417</b>	<b>4,043</b>	<b>182,775</b>	<b>182,775</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
MENLO PARK LIGHTING DISTRICT BUDGET DETAIL-00233  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors ☒  
Other Appointed .....  
Other Elected .....

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
2,139,056,398	79,747,892	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	1,007,055	1,229,136	1,440,479	1,440,479
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	158,562	173,269	174,138	174,138
Property Taxes - Current Unsecured	10,004	10,649	11,540	11,540
Property Taxes - Prior	(624)	(76)	0	0
Property Taxes - Supplemental SB 813	6,097	6,181	0	0
Interest Earned	47,672	54,405	42,000	42,000
Homeowner Property Tax Relief	1,338	1,336	1,307	1,307
ERAF Rebate	70,816	83,715	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>1,300,920</b>	<b>1,558,615</b>	<b>1,669,464</b>	<b>1,669,464</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	88,125	134,478	135,500	135,500
APPROPRIATION FOR CONTINGENCIES	0	0	1,533,964	1,533,964
<b>TOTAL FINANCING REQUIREMENT</b>	<b>88,125</b>	<b>134,478</b>	<b>1,669,464</b>	<b>1,669,464</b>



**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**MONTARA LIGHTING DISTRICT BUDGET DETAIL-00234**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD:**  
 Board of Supervisors ☒ **X**  
 Other Appointed .....  
 Other Elected .....

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
941,407,638	4,052,684	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	862,288	980,525	1,106,324	1,106,324
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	61,625	64,915	65,349	65,349
Property Taxes - Current Unsecured	3,893	3,992	4,331	4,331
Property Taxes - Prior	(244)	(30)	0	0
Property Taxes - Supplemental SB 813	2,390	2,353	0	0
Interest Earned	39,369	42,705	36,000	36,000
Homeowner Property Tax Relief	521	501	491	491
Highway Property Tax Rental	263	226	0	0
ERAF Rebate	30,121	34,883	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>1,000,227</b>	<b>1,130,070</b>	<b>1,212,495</b>	<b>1,212,495</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	26,468	30,514	43,500	43,500
APPROPRIATION FOR CONTINGENCIES	0	0	1,168,995	1,168,995
<b>TOTAL FINANCING REQUIREMENT</b>	<b>26,468</b>	<b>30,514</b>	<b>1,212,495</b>	<b>1,212,495</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**PESCADERO LIGHTING DISTRICT BUDGET DETAIL-00235**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
**GOVERNING BOARD:**  
 Board of Supervisors ☒ **X**  
 Other Appointed ..... ☐  
 Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
23,558,556	639,131	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES**  
**(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	114,049	125,983	140,867	140,867
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	7,001	8,213	6,928	6,928
Property Taxes - Current Unsecured	411	473	370	370
Property Taxes - Prior	(26)	(3)	0	0
Property Taxes - Supplemental SB 813	256	267	0	0
Interest Earned	5,164	5,449	3,528	3,528
Homeowner Property Tax Relief	55	59	48	48
ERAF Rebate	3,384	3,997	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>130,294</b>	<b>144,438</b>	<b>151,741</b>	<b>151,741</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	4,311	3,569	8,200	8,200
APPROPRIATION FOR CONTINGENCIES	0	0	143,541	143,541
<b>TOTAL FINANCING REQUIREMENT</b>	<b>4,311</b>	<b>3,569</b>	<b>151,741</b>	<b>151,741</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
RAVENSWOOD LIGHTING DISTRICT BUDGET DETAIL-00236  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors ☒ ☐  
Other Appointed ..... ☐  
Other Elected ..... ☐

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
2,250,841,534	59,529,342	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	1,164,611	0	2	2
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	134,761	0	0	0
Property Taxes - Current Unsecured	10,586	0	0	0
Property Taxes - Prior	(807)	34	0	0
Property Taxes - Supplemental SB 813	10,912	1,149	0	0
Interest Earned	24,635	4,654	0	0
Homeowner Property Tax Relief	2,543	0	0	0
Miscellaneous Revenue	0	44,149	0	0
ERAF Rebate	63,282	0	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>1,410,524</b>	<b>49,986</b>	<b>2</b>	<b>2</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	187,111	49,984	2	2
APPROPRIATION FOR CONTINGENCIES	0	0	0	0
<b>TOTAL FINANCING REQUIREMENT</b>	<b>187,111</b>	<b>49,984</b>	<b>2</b>	<b>2</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

**HIGHLANDS LANDSCAPE MAINTENANCE DISTRICT BUDGET DETAIL-00266** GOVERNING BOARD:

Board of Supervisors ☒ **X**  
Other Appointed ..... ☐  
Other Elected ..... ☐

**FOR FISCAL YEAR 2008-2009**

Assessed Valuation		Debt Service Tax Rate
Secured	Unsecured	
42,307,157	0	

**SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)**

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE	33,573	41,452	50,072	50,072
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	5,784	6,249	6,073	6,073
Property Taxes - Current Unsecured	353	371	402	402
Property Taxes - Prior	(22)	(3)	0	0
Property Taxes - Supplemental SB 813	217	217	0	0
Interest Earned	1,583	1,846	1,200	1,200
Homeowner Property Tax Relief	47	47	45	45
ERAF Rebate	378	328	0	0
<b>TOTAL AVAILABLE FINANCING</b>	<b>41,913</b>	<b>50,507</b>	<b>57,792</b>	<b>57,792</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies-Repair and Maintenance	461	434	4,740	4,740
RESERVE	0	0	53,052	53,052
<b>TOTAL FINANCING REQUIREMENT</b>	<b>461</b>	<b>434</b>	<b>57,792</b>	<b>57,792</b>

**COUNTY BUDGET FORM  
SCHEDULE 13**

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SUMMARY OF SPECIAL DISTRICT BUDGETS  
FOR FISCAL YEAR 2008-2009**

DISTRICT AND FUND  (1)	AVAILABLE FINANCING				FINANCING REQUIREMENTS		
	Fund Balance Unreserved/ Undesignated  June 30, 2008 (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	1,115,542	0	1,785,563	2,901,105	2,240,761	660,344	2,901,105
<u>FIRE DISTRICTS</u>							
02512 Colma Fire	818,093	100,000	1,219,520	2,137,613	1,424,500	713,113	2,137,613
02530 Woodside Fire	116,670	4,798,715	12,066,369	16,981,754	12,665,153	4,316,601	16,981,754
02585 Coastsides Fire Protection	5,287,680	0	8,361,144	13,648,824	8,616,023	5,032,801	13,648,824
<u>HEALTH AND SANITATION</u>							
02541 EPA Sanitary District - Sewer Connection	1,409,468	0	134,000	1,543,468	420,000	1,123,468	1,543,468
02542 EPA Sanitary District - Sewer - Rebate	28	0	1	29	29	0	29
02544 EPA Sanitary District - Payroll Taxes	0	62	2	64	64	0	64
02545 EPA Sanitary District - General Fund	3,097,282	0	3,486,800	6,584,082	3,481,000	3,103,082	6,584,082
02546 EPA Sanitary District - Construction	678,074	0	30,500	708,574	60,000	648,574	708,574
02547 EPA Sanitary District - Lateral Replacement	15,878	0	20,508	36,386	0	36,386	36,386
02548 EPA Sanitary District - Treatment Plant	622,349	0	19,315	641,664	0	641,664	641,664
02549 EPA Sanitary - Rate Stabilization Fund	26,900	0	874	27,774	0	27,774	27,774
<u>RECREATION DISTRICTS</u>							
02625 Highland Recreation	392,080	412,800	1,494,564	2,299,444	1,855,261	444,183	2,299,444
02635 Ladera Recreation	220,197	299,050	670,212	1,189,459	891,451	298,008	1,189,459
<u>MISCELLANEOUS DISTRICTS</u>							
02705 San Mateo County Mosquito Abatement	0	2,159,059	1,040,000	3,199,059	1,243,360	1,955,699	3,199,059
02706 San Mateo County Mosquito Abatement	1,596,898	770,448	3,864,989	6,232,335	4,400,460	1,831,875	6,232,335
<b>TOTAL</b>	<b>15,397,139</b>	<b>8,540,134</b>	<b>34,194,361</b>	<b>58,131,634</b>	<b>37,298,062</b>	<b>20,833,572</b>	<b>58,131,634</b>

**COUNTY BUDGET FORM  
SCHEDULE 14**

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
ANALYSIS OF FUND BALANCE UNRESERVED/UNDESIGNATED  
AS OF JUNE 30, 2008**

COUNTY FUNDS  (1)	Fund Balance (per auditor) as of June 30, 2008 Actual (2)	LESS: FUND BALANCE-RESERVED/DESIGNATED			Fund Balance Unreserved/ Undesignated June 30, 2008 Actual (6)
		Encumbrances  (3)	General & Other Reserves (4)	Designations  (5)	
<u>POLICE DISTRICT</u>					
02500 Broadmoor Police	1,115,542		0		1,115,542
<u>FIRE DISTRICTS</u>					
02512 Colma Fire	918,093		100,000		818,093
02530 Woodside Fire	4,915,385		4,798,715		116,670
02585 Coastside Fire Protection	5,287,680		0		5,287,680
<u>HEALTH AND SANITATION</u>					
02541 EPA Sanitary District - Sewer Connection	1,409,468		0		1,409,468
02542 EPA Sanitary District - Sewer - Rebate	28		0		28
02544 EPA Sanitary District - Payroll Taxes	62		62		0
02545 EPA Sanitary District - General Fund	3,097,282		0		3,097,282
02546 EPA Sanitary District - Construction	678,074		0		678,074
02547 EPA Sanitary District - Lateral Replaceme	15,878		0		15,878
02548 EPA Sanitary District - Treatment Plant	622,349		0		622,349
02549 EPA Sanitary - Rate Stabilization Fund	26,900		0		26,900
<u>RECREATION DISTRICTS</u>					
02625 Highland Recreation	804,880		412,800		392,080
02635 Ladera Recreation	519,247		299,050		220,197
<u>MISCELLANEOUS DISTRICTS</u>					
02705 San Mateo County Mosquito Abatement	2,159,059		2,159,059		0
02706 San Mateo County Mosquito Abatement	2,367,346		770,448		1,596,898
<b>TOTAL</b>	<b>23,937,273</b>		<b>8,540,134</b>		<b>15,397,139</b>

COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BROADMOOR POLICE DISTRICT BUDGET DETAIL-02500  
FOR FISCAL YEAR 2008-2009

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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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	293,645	1,072,888		1,115,542
CANCELLATION OF PRIOR YR RESERVES	721,398	0		0
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	825,255	877,895		921,790
Property Taxes - Current Unsecured	52,129	53,998		56,698
Property Taxes - Prior	(3,260)	274		0
Property Taxes - Supplemental SB 813	31,889	31,014		0
Interest Earned	35,332	35,892		35,775
Homeowner Property tax Relief	6,974	6,780		0
Court Fines	56,014	61,463		0
Miscellaneous Revenue	60,960	0		0
All Other Miscellaneous Revenue	0	107,895		0
ERAF Rebate	137,891	165,332		0
Charges for Services	772,678	773,057		771,300
<b>TOTAL AVAILABLE FOR FINANCING</b>	<b>2,990,904</b>	<b>3,186,487</b>		<b>2,901,105</b>

Continue

COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
BROADMOOR POLICE DISTRICT BUDGET DETAIL-02500  
FOR FISCAL YEAR 2008-2009

DISTRICT BUDGET FORM  
SCHEDULE 16  
GOVERNING BOARD:  
Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

## SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Summary of Financing Uses				
Salaries and Benefits				
4111 Regular Hour - Perm Position	833,833	872,179		925,868
4161 Extra Help Hours - Reg Pay	110,762	127,878		108,160
4171 OT-Straight Pay	10,541	25,304		20,000
4174 Overtime- Special Duty Pay	2,461	975		0
4311 Fed Ins Contract (FICA)	6,945	7,989		0
4312 Medicare Contribution	10,717	10,820		19,410
4321 Retirement Contribution	336,908	288,348		352,528
4413 Employee Health Plan	98,929	136,352		145,244
4451 Unemployment Insurance	(870)	13,625		1,000
4511 Worker's Compensation Insurance	64,013	51,721		49,370
Total Salaries and Benefits	1,474,238	1,535,190		1,621,580
Services and Supplies				
5121 Clothing & Uniforms	18,280	14,381		16,000
5156 Other Household Expenses	3,159	7,310		9,500
5199 Other Office Expense	5,557	10,674		40,000
5331 Memberships	5,166	5,933		6,325
5341 Legal Notices	0	0		500
5416 Fuel & Lubrication	38,078	42,627		41,100
5424 Computer/Electronics Equipt Maint	0	2,624		1,000
5455 Other General Maintenance	25,177	39,023		38,000
5478 Contract Maintenance Expense	1,071	23,291		22,500
5638 Other Utility Expense	10,090	41,885		42,380
5722 Misc Employee Exp Reimbursement	(8,511)	678		7,500
5858 Other Professional Contract Svcs	78,448	100,914		142,916
5868 Outside Hospital Service	0	53		0
5876 Other Professional Services	34,875	35,320		40,000
5966 District Operating Expense	5,110	314		1,000
6731 All Other Insurance	119,407	127,451		142,460
Total Services and Supplies	335,907	452,479		551,181
Fixed Assets				
7311 Fixed Assets Equipment		63,727		28,000
Contingencies				
8611 Appropriation for Contingencies		19,549		40,000
Reserves				
8821 General Reserve (Non-Gen Fund)				660,344
TOTAL FINANCING REQUIREMENT	1,810,145	2,070,945		2,901,105



COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA FIRE DISTRICT BUDGET DETAIL-02512  
FOR FISCAL YEAR 2008-2009

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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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	541,016	1,045,614		818,093
CANCELLATION OF PRIOR YR RESERVES	426,072	0		100,000
Additional Financing Sources				
Property Taxes - Current Secured	539,126	544,825		550,000
Property Taxes - Current Unsecured	34,116	33,537		40,000
Property Taxes - Supplemental SB 813	20,676	19,648		19,920
Property Taxes - Prior	(2,123)	163		2,600
Interest Earned	39,278	38,723		33,000
Homeowner Property tax Relief	4,564	4,217		4,000
Miscellaneous Revenue (EMS)	4,807	45,926		35,000
Other Special Charges (Public Safety Tax)	315,660	318,482		500,000
All Other Miscellaneous Revenue(Fire Prevention)	15,410	39,782		35,000
TOTAL AVAILABLE FINANCING	1,938,602	2,090,918		2,137,613

Continue

COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COLMA FIRE DISTRICT BUDGET DETAIL-02512  
FOR FISCAL YEAR 2008-2009

DISTRICT BUDGET FORM  
SCHEDULE 16

GOVERNING BOARD:  
Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Salaries and Benefits				
4111 Regular Hour - Perm Position	462,933	531,340		550,000
4412 Kaiser Health Plan	83,734	88,229		95,000
4511 Worker's Comp Insurance Contribution	30,187	34,238		40,000
Total Salaries and Benefits	576,854	653,806		685,000
Services and Supplies				
5121 Clothing & Uniforms	3,004	5,540		5,000
5132 Direct Communications Expense	14,274	16,265		30,000
5147 Miscellaneous GroceriesFood	1,413	631		1,000
5156 Other Household Expenses	3,919	3,831		4,000
5165 Other Clinical Exp-Medical Supplies	4,867	5,677		10,000
5199 Other Office Expense	3,830	8,487		8,000
5212 Computer Equipment	733	3,146		2,000
5231 Maintenance of Small Tools	5,697	12,633		15,000
5332 Professional Group & Assoc.	6,496	3,221		5,000
5415 Vehicle Repairs & Towing	24,846	34,315		35,000
5416 Fuel & Lubrication	15,580	20,868		25,000
5417 Tires, Tuves and Recapping	76	0		0
5426 Maintenance of Office Equipment	0	0		500
5428 Misc. Repairs & Maintenance	9,669	28,032		10,000
5517 Rents and Leases	1,920	1,994		3,000
5615 Other Misc Insurance Exp	28,273	62,889		33,000
5638 Other Utility Expense	10,999	10,453		13,000
5641 Telephone Expenses	14,081	16,663		20,000
5731 Employee Training Expense	757	3,174		15,000
5733 Training & Edu/Sup -Fire Prevention	7,212	19,240		25,000
5876 Other Professional Services	27,343	58,097		40,000
5955 Registration & Filing Fees	0	0		0
5966 District Operating Expense	28,911	24,557		40,000
Total Services and Supplies	213,897	339,714		339,500
Fixed Assets				
7211 Fixed Assests-Structure/Improvements	2,924	24,091		50,000
7311 Fixed Assets - Equipment	86,953	155,214		300,000
Total Fixed Assets	89,877	179,305		350,000
Contingencies				
8611 Appropriation for Contingencies				50,000
Reserves				
8811 Capital Outlay Reserve				100,000
8821 General Reserve				613,113
Total Reserves				713,113
TOTAL FINANCING REQUIREMENT	880,628	1,172,825		2,137,613

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530  
FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	0	3,093,306		116,670
CANCELLATION OF PRIOR YR RESERVES	4,198,821	0		4,798,715
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	9,406,787	9,876,620		10,391,317
Property Taxes - Current Unsecured	560,063	610,715		600,000
Property Taxes - Prior	0	3,237		0
Property Taxes - Supplemental SB 813	365,559	352,599		382,000
Interest Earned	114,133	112,054		72,000
Homeowner Property Tax Relief	79,922	76,711		75,000
Miscellaneous Revenue	1,257,377	602,328		546,052
ERAF Rebate	631,342	746,125		0
<b>TOTAL AVAILABLE FINANCING</b>	<b>16,614,004</b>	<b>15,473,696</b>		<b>16,981,754</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM****SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors ☐  
 Other Appointed .... ☐  
 Other Elected ..... ☒

## SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
<b>Financing Uses</b>				
Salaries and Benefits				
4111 Regular Hour - Perm Position	6,965,325	6,590,268		7,016,673
4321 Retirement Contribution	1,969,214	1,375,480		1,616,313
4413 Health Plan	898,369	989,522		1,118,138
4415 Medicare Health Insurance	88,599	92,594		102,162
4451 District Unemployment	0	2,924		4,368
4631 District Employee Benefits	17,632	15,455		19,895
Total Salaries and Benefits	9,939,139	9,066,244		9,877,549
Services and Supplies				
5121 Clothing & Uniforms	96,759	83,491		113,255
5156 Other Household Expense	14,325	16,439		20,000
5165 Medical/Dental Supplies	109,273	111,884		159,953
5199 Other Office Expense	17,750	22,218		22,000
5212 Comput Equipment <\$3000	55,065	39,274		67,500
5231 Maintenance Tools & Equipment	315	3,602		4,200
5332 Professional Groups & Association	1,095	2,080		2,500
5341 Legal Notice	0	1,369		4,000
5415 Vehicle Repairs & Towing	101,909	80,580		180,790
5416 Fuel & Lubrication	46,470	67,099		71,000
5417 Tires, Tubes & Recapping	10,393	11,466		16,000
5424 Radio/Telecom Equip. Maint.	13,006	13,329		20,042
5426 Other General Office Maintenance	7,994	9,811		12,000
5428 Misc. Repairs & Maintenance	20,166	25,994		45,680
5611 General Liability Insurance	57,519	57,717		60,000
5612 Other Special Insurance Prem.	620,335	512,331		600,000
5638 Other Utility Expense	42,232	50,333		59,600
5639 Radio Service Charges	8,016	6,193		8,675
5641 Telephone Service Charges	50,377	40,673		42,000
5722 Misc Employee Training Exp.	261	3,000		4,500
5731 Dept Employee Training Exp	27,002	69,060		132,700
5733 Fire Prevention	32,212	38,486		61,300
5876 Other Professional Services	5,663	10,735		30,500
5927 Program Activities Expense	(25,287)	996		30,000
5966 District Operating Expenses	27,973	32,821		33,500
Total Services and Supplies	1,340,823	1,310,980		1,801,695

Continue

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
WOODSIDE FIRE DISTRICT BUDGET DETAIL-02530  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors ☐  
Other Appointed .... ☐  
Other Elected ..... ☒

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Fixed Assets				
7111 Fixed Assets -Land	2,227,145	22,363		0
7211 Fixed Assets - Structure/Improvements	564	2,093		12,500
7311 Fixed Assets - Equipment	13,026	156,630		173,409
Total Fixed Assets	2,240,736	181,087		185,909
Contingencies				
8611 Appropriation for Contingencies				800,000
Reserves				
8811 Capital Reserve (non-Gen Fund)				718,615
8811 Equipment Reserve(non-Gen Fund)				424,524
8811 Capital Reserve (non-Gen Fund)				452,675
8821 General Reserve (non-Gen Fund)				2,420,787
8821 Retirement Reserve (non-Gen Fund)				300,000
Total Reserves				4,316,601
<b>TOTAL FINANCING REQUIREMENT</b>	<b>13,520,698</b>	<b>10,558,311</b>		<b>16,981,754</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COASTSIDE FIRE DISTRICT BUDGET DETAIL-02585  
FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	887,616	5,614,707		5,287,680
CANCELLATION OF PRIOR YEAR RESERVES	2,012,394	0		0
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	4,849,594	6,318,483		6,516,823
Property Taxes - Current Unsecured	307,354	389,867		405,462
Property Taxes - Supplemental SB 813	188,236	224,225		8,675
Property Taxes - Supplemental SB 816	0	0		219,728
Property Taxes - Prior	(19,219)	2,121		0
Interest Earned	107,146	196,141		175,000
Homeowner Property tax Relief	41,118	48,958		50,916
Plan Checking Fees	62,425	157,825		100,000
Special Charges - Fire Protection	1,405,087	281,449		52,000
Special Charges - Others	264,143	264,827		630,540
Reimbursement - Basic Needs Loan	1,637	0		0
Compensation Insurance Refunds	33,946	26,318		0
Weed Abatement	18,185	23,501		22,000
Timber Tax Yield	42	42		0
Benefit Assessment	0	351,707		0
Operating Transfer-In	0	1,507,925		0
Miscellaneous Revenue	0	2,808		0
Miscellaneous Reimbursement	58,306	156,345		50,000
All Other Miscellaneous Revenue	276,640	169,486		130,000
ERAF Rebate	325,159	487,410		0
<b>TOTAL AVAILABLE FINANCING</b>	<b>10,819,810</b>	<b>16,224,146</b>		<b>13,648,824</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COASTSIDE FIRE DISTRICT BUDGET DETAIL-02585  
FOR FISCAL YEAR 2008-2009**

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**DISTRICT BUDGET FORM  
SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
<b>Financing Uses</b>				
Salaries and Benefits				
4111 Salaries & Wages	4,095,528	3,140,105		6,295,290
4116 Salary/ Volunteers	0	(46)		0
4192 Director's Compensation	0	346		0
4312 Medicare Coverage	59,009	49,087		0
4321 Retirement & Social Security	732,069	612,936		0
4413 Health Plan	548,377	605,412		319,848
4422 Dental Plan	40,264	27,880		0
4441 Life Insurance	8,053	8,911		0
4511 Worker's Comp Insurance	481,379	460,515		8,000
Total Salaries and Benefits	5,964,679	4,905,145		6,623,138
Services and Supplies				
5111 Agricultural Expense	7,702	9,313		34,000
5121 Clothing & Uniforms	1,578	57,107		2,500
5132 Direct Communications Expense	20,302	22,197		23,000
5156 Other Household Expense	16,310	17,539		21,500
5164 Medical Tools & Instruments	0	0		3,000
5165 Medical/Dental Supplies	0	0		2,500
5193 General Office Supplies	11,572	12,149		19,400
5195 Subscriptions & Periodicals	340	980		1,200
5197 Postage/Mail Exp	2,197	3,398		4,000
5211 Computer Supplies	2,173	2,165		10,500
5212 Computer Eq <\$5000	1,801	12,101		15,000
5213 Computer	0	7,388		0
5231 Maintenance Tools & Equipment	2,602	7,163		53,100
5331 Memberships	5,679	6,566		7,200
5341 Legal Notices	961	5,541		6,500
5351 Special District Expense	4,429	13,433		16,000
5413 Motor Vehicle Equipment Maint.	1,478	10,234		30,000
5416 Fuel & Lubrication	32,842	43,084		90,000
5417 Tires, Tubes & Recapping	16,079	39,106		100,000
5419 Lab & Medical Equipment Maint.	0	0		750
5424 Radio/Tel Eq Mnt	2,290	2,014		2,500
5426 Other Genl Office Equip Maint	425	0		0
5428 Misc Repair/Maint	1,817	2,166		16,200
5438 Plumb & Pipe Expense	396	0		500
5455 Othr Genl Maint	7,546	10,025		30,000
5459 SCBA Maintenance	(288)	13,115		15,000
5478 Other Contract Maint.	9,450	11,887		11,500
5483 Custodial Services	1,440	1,560		1,800
5521 Direct Facility Rental Expense	9,234	11,681		12,001
5611 Blanket Insurance Premium	63,627	131,394		80,000
5631 Electric & Gas Utilities	27,293	35,216		40,000
5731 Dept Employee Training	11,402	14,526		31,000
5732 Trainer & Workshop Expense	23,400	26,400		46,500
5733 Train/Ed Mtl/Sup	2,505	2,305		5,000
5737 Other Client Training Expense	6,387	3,194		20,000
5815 Contract Fire Protection	16,346	8,827		35,000
5834 Contract Legal Service	144,199	181,739		100,000
5839 Contract Human Resources	47,556	458		0

Continue

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
COASTSIDE FIRE DISTRICT BUDGET DETAIL-02585  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM****SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors .. ☐Other Appointed ..... ☐Other Elected ..... ☒**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
5842 Contract Audit Services	7,880	16,400		10,000
5858 Other Professional Contract	0	4,230		0
5865 Employee Physical/Psych Svcs	15,275	4,835		0
5872 In-House Admin & Acctg Service	0	229,622		0
5874 Interagency Agreements-County	787	48,865		1,600
5876 Other Professional Services	145,462	584,004		130,292
5961 Other Planning Expense	11,054	8,958		15,000
5969 Other Departmental Expense	0	2,198,000		0
5971 Motor Vehicle Expense	40,212	54,456		277,842
Total Services and Supplies	723,738	3,875,341		1,321,885
Other Charges				
6322 Retirement of Long Term Debt	0	436,500		0
6332 Interest on Long Term Debt	24,611	12,103		0
Total Other Charges	24,611	448,603		0
Fixed Assets				
7211 Fixed Assets - Structure/Improvements	0	40,083		100,000
7311 Fixed Assets - Equipment	0	159,370		396,000
Total Fixed Assets	0	199,453		496,000
Contingencies				
8611 Appropriation for Contingencies				175,000
Reserves				
8821 General Reserves (Non Gen Fund)				5,032,801
<b>TOTAL FINANCING REQUIREMENT</b>	<b>6,713,028</b>	<b>9,428,542</b>		<b>13,648,824</b>



**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02541**  
**(SEWER CONNECTION FEE FUND)**  
**FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	234,868	1,348,439		1,409,468
CANCELLATIONS OF PRIOR YR RESERVES	1,811,596	0		0
Other Financing Sources				
Interest Earned	65,771	57,404		42,000
Connection Fees	113,475	3,625		92,000
<b>TOTAL AVAILABLE FOR FINANCING</b>	<b>2,225,711</b>	<b>1,409,468</b>		<b>1,543,468</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies				
5459 Misc Other Maintenance Expense	19,662	0		0
5858 Contractual Services	3,580	0		0
5861 PW Engineering Services	10,658	0		0
5969 Other Special Dept Expense	0	0		400,000
7541 Operating Transfer Out	0	0		20,000
Reserves				
8821 General Reserves				1,123,468
<b>TOTAL FINANCING REQUIREMENT</b>	<b>33,900</b>	<b>0</b>		<b>1,543,468</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02542**  
**(SEWER SERVICE CHARGE - REBATE)**  
**FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	0	27		28
CANCELLATIONS OF PRIOR YR RESERVES	26	0		0
Additional Financing Sources				
Interest Earned	1	1		1
TOTAL AVAILABLE FOR FINANCING	27	28		29

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Reserves				29
TOTAL FINANCING REQUIREMENT	0	0		29

COUNTY OF SAN MATEO  
 STATE OF CALIFORNIA  
 SPECIAL DISTRICTS  
 EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02544  
 (PAYROLL TAXES WITHHOLDING FUND)  
 FOR FISCAL YEAR 2008-2009

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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	0	59		0
CANCELLATION OF PRIOR YEARS RESERVE	55	0		62
Additional Financing Sources				
Interest Earned	3	3		2
TOTAL AVAILABLE FOR FINANCING	58	62		64

SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Reserves				
8821 General Reserves				64
TOTAL FINANCING REQUIREMENT				64

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02545**  
**FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	724,331	2,372,023		3,097,282
CANCELLATION OF PRIOR YR RESERVES	1,144,676	0		0
Additional Financing Sources				
Property Taxes - Current Secured	248,597	297,077		180,000
Property Taxes - Current Unsecured	19,445	16,185		0
Property Taxes - Prior	(1,441)	103		0
Property Taxes - Supplemental SB 813	18,811	20,132		0
Interest Earned	68,105	93,386		62,800
Homeowner Property Tax Relief	4,372	4,481		0
Sewer Service Charges	2,920,967	2,962,786		3,244,000
Connection Charges	0	32,625		0
Miscellaneous Revenue	65,902	201,496		0
All Other Miscellaneous Revenue	0	10,978		0
Plan/Inspection Fee	2,050	3,800		0
Stale-Dated Checks	(1,219)	321		0
ERAF Rebate	122,577	105,536		0
<b>TOTAL AVAILABLE FOR FINANCING</b>	<b>5,337,171</b>	<b>6,120,927</b>		<b>6,584,082</b>

Continue

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02545  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
<b>Financing Uses</b>				
Salaries and Benefits				
4111 Regular Hours Perm Position	349,065	463,660		680,000
4123 Experience Pay	0	0		0
4131 Employee Sick Lev	5,198	2,071		0
4133 Vacation Pay	24,876	19,692		0
4134 Holiday Pay	22,622	27,310		0
4135 Comp Time Used	7,665	4,856		0
4136 Jury Duty Paid Leave	97	0		0
4172 O.T. - 1 1/2 Pay	9,291	15,125		0
4192 Director's Fees	50,126	56,594		76,800
4312 Medicare Contrib	6,073	7,724		0
4631 Distric Employee Benefits	164,457	278,898		290,000
Total Salaries and Benefits	639,470	875,930		1,046,800
<b>Services and Supplies</b>				
5188 Misc Other Expense	834	3,469		4,700
5193 General Office Expense	22,121	31,703		21,500
5314 Election Expense	0	0		0
5332 Professional Groups & Assoc	9,394	16,129		17,500
5341 Legal Notices	7,352	9,270		9,500
5410 Maintenance - Equipment	5,060	0		0
5416 Fuel & Lubrication	0	7,061		9,504
5459 Misc. Other Maintenance Expense	30,922	38,232		30,000
5521 Direct Facility Rental Expenses	0	0		500
5638 Other Utility Expense	28,106	28,527		26,000
5721 Meetings & Conference Expense	43,865	80,871		72,000
5731 Dept Employee Training Expense	12,231	17,250		20,000
5817 Contract Sewage Services	1,359,005	1,190,961		1,310,000
5858 Other Professional Contract Services	97,520	72,275		88,200
5861 Engineering Services	33,432	27,322		35,000
5872 In-House Admin & Acct Services	74,500	78,600		82,000
5876 Other Professional Services	6,610	19,533		20,000
5958 Research & Monitoring	0	0		400
5966 District Operating Expense	1,025	2,549		3,396
5969 Other Special Department Expense	5,037	6,002		45,500
Total Services and Supplies	1,737,015	1,629,753		1,795,700
<b>Other Charges</b>				
6322 Retirement of Long Term Debt	75,412	75,220		85,000
6731 All Other Insurance	9,077	42,647		43,500
6732 Legal Services	35,461	41,900		35,000
6814 Miscellaneous Other charges	0	0		0
Total Other Charges	119,950	159,766		163,500

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02545**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors .. ☐

Other Appointed ..... ☐

Other Elected ..... ☒

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Fixed Assets				
7211 Fixed Assets - Structures/Improvements	282,589	282,303		283,000
7311 Fixed Assets - Equipment	136,124	75,892		192,000
Total Fixed Assets	418,714	358,195		475,000
Other Financing Uses				
7541 Operating Transfer Out	50,000	0		0
Contingencies				
8611 Appropriation for Contingencies				0
Reserves				
8821 General Reserves				3,103,082
<b>TOTAL FINANCING REQUIREMENT</b>	<b>2,915,149</b>	<b>3,023,644</b>		<b>6,584,082</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02546  
(CONSTRUCTION & REPLACEMENT FUND)  
FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	0	981,899		678,074
CANCELLATIONS OF PRIOR YR RESERVES	251,948	0		0
Additional Financing Uses				
Interest Earned	32,951	38,397		30,500
Operating Transfer In	697,000	0		0
<b>TOTAL AVAILABLE FINANCING</b>	<b>981,899</b>	<b>1,020,296</b>		<b>708,574</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies				
5459 Misc. Other Maintenance Expense	0	9,600		0
5858 Other Professional Contract	37,013	60,436		60,000
5861 Engineering Services	0	40,421		0
Fixed Assets				
7311 Fixed Assest - Equipment	177,292	231,765		0
Reserves				
8821 General Reserves				648,574
<b>TOTAL FINANCING REQUIREMENT</b>	<b>214,305</b>	<b>342,222</b>		<b>708,574</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02547**  
**(LATERAL REPLACEMENT FUND)**  
**FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	0	15,232		15,878
CANCELLATION OF PRIOR YEAR RESERVE	441	0		0
Additional Financing Sources				
Interest Earned	767	647		508
Operating Transfer In - General Fund	0	0		0
Operating Transfer In - Other	25,000	0		20,000
<b>TOTAL FINANCING SOURCES</b>	<b>26,208</b>	<b>15,879</b>		<b>36,386</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Other Charges				
Other Contract & Professional Services	10,976	0		0
Reserves				
0882 General Reserves				36,386
<b>TOTAL FINANCING REQUIREMENT</b>	<b>10,976</b>	<b>0</b>		<b>36,386</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 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	0	25,804		622,349
CANCELLATION OF PRIOR YR RESERVES	571,892	0		0
Additional Financing Sources				
Interest Earned	25,106	25,350		19,315
<b>TOTAL AVAILABLE FOR FINANCING</b>	<b>596,998</b>	<b>51,154</b>		<b>641,664</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Reserves				
8821 General Reserves				641,664
<b>TOTAL FINANCING REQUIREMENT</b>				<b>641,664</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
EAST PALO ALTO SANITARY DISTRICT BUDGET DETAIL-02549  
(RATE STABILIZATION FUND)  
FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	0	25,804		26,900
CANCELLATIONS OF PRIOR YR RESERVES	18	0		0
Additional Financing Sources	25,000	0		0
Interest Earned	786	1,096		874
Operating Transfer In	25,000	0		0
<b>TOTAL AVAILABLE FINANCING</b>	<b>50,804</b>	<b>26,900</b>		<b>27,774</b>

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Reserves				
8821 General Reserves				27,774
<b>TOTAL FINANCING REQUIREMENT</b>				<b>27,774</b>

**COUNTY OF SAN MATEO**  
**STATE OF CALIFORNIA**  
**SPECIAL DISTRICTS**  
**HIGHLANDS RECREATION DISTRICT BUDGET DETAIL-02625**  
**FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM**  
**SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors .. ☐

Other Appointed ..... ☐

Other Elected ..... ☒ X

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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	405,343	1,028,691		392,080
CANCELLATION OF PRIOR YR RESERVES	562,801	0		412,800
Additional Financing Sources:				
Property Taxes - Current Secured	238,935	254,610		304,000
Property Taxes - Current Unsecured	15,170	15,742		18,000
Property Taxes - Prior	(953)	97		0
Property Taxes - Supplemental SB 813	9,391	9,022		10,000
Interest Earned	42,086	33,035		32,000
Homeowner Property Tax Relief	2,029	1,976		3,000
Park and Recreation Fees	877,805	1,017,054		1,114,564
Miscellaneous Revenue	28,546	216,221		13,000
ERAF Rebate	41,493	44,110		0
<b>TOTAL AVAILABLE FOR FINANCING</b>	<b>2,222,646</b>	<b>2,620,559</b>		<b>2,299,444</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
HIGHLANDS RECREATION DISTRICT BUDGET DETAIL-02625  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors .. ☐

Other Appointed ..... ☐

Other Elected ..... ☒

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
<b>Financing Uses</b>				
<b>Salaries and Benefits</b>				
4111 Regular Hour - Perm Position	197,623	261,241		275,480
4161 Extra Help Hours Regular Pay	425,224	529,993		587,556
4311 FICA	36,788	46,300		50,000
4312 Medicare Contribution	8,604	10,828		12,000
4451 Unemployment Insurance	2	1,001		1,000
4631 District Employee Benefits	20,608	29,506		42,425
Total Salaries and Benefits	688,849	878,868		968,461
<b>Services and Supplies</b>				
5121 Clothing & Uniforms	4,367	7,043		6,000
5156 Other Household Expenses	9,412	11,391		12,500
5193 General Office Supplies	48,189	57,411		65,100
5331 Memberships	6,668	7,127		7,500
5423 Computer/Electronics Equip Maint	5,953	6,380		8,000
5459 Misc. Other Maintenance Expense	59,844	63,871		75,400
5638 Other Utilities	54,815	68,166		78,000
5722 Misc. Employee Expense Reimb.	1,515	1,884		2,200
5856 Contract Special Program Svcs	10,945	14,505		19,800
5966 District Operating Expense	67,730	69,887		82,600
Total Services and Supplies	269,438	307,665		357,100
<b>Other Charges</b>				
6712 Telephone Service Charges	5,303	5,142		5,700
6731 All Other Insurance	33,664	33,435		38,000
Total Other Charges	38,967	38,577		43,700
<b>Fixed Assets</b>				
7211 Fixed Assets - Structures/Improvements	169,842	553,951		252,000
7311 Fixed Assets - Equipment	26,860	36,618		44,000
Total Fixed Assets	196,702	590,568		296,000
<b>Contingencies</b>				
8611 Appropriation for Contingencies				190,000
<b>Reserves</b>				
8811 Capital Reserve				344,183
8821 General Reserve				100,000
Total Reserves				444,183
<b>TOTAL FINANCING REQUIREMENT</b>	<b>1,193,956</b>	<b>1,815,678</b>		<b>2,299,444</b>

COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
LADERA RECREATION DISTRICT BUDGET DETAIL-02635  
FOR FISCAL YEAR 2008-2009

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**DISTRICT BUDGET FORM**  
**SCHEDULE 16**  
GOVERNING BOARD:  
Board of Supervisors .. ☐  
Other Appointed ..... ☐  
Other Elected ..... ☒

Assessed Valuation		
Secured	Unsecured	

SUMMARY OF ESTIMATED ADDITIONAL FINANCING SOURCES  
(ESTIMATED REVENUE, OTHER FINANCING SOURCES, AND RESIDUAL EQUITY TRANSFER)

SUMMARY OF SOURCE	Actual 2006-2007	Actual 2007-2008	Approved 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	302,752	213,177		220,197
CANCELLATION OF PRIOR YR RESERVES	81,295	226,000		299,050
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	90,237	95,455		107,120
Property Taxes - Current Unsecured	5,669	5,838		6,546
Property Taxes - Prior	(354)	30		34
Property Taxes - Supplemental SB 813	3,464	3,360		4,489
Interest Earned	12,429	12,835		10,461
Homeowner Property Tax Relief	758	733		833
Miscellaneous Revenue	1,979	2,796		2,800
Park and Recreation Fees	586,388	502,338		537,929
ERAF Rebate	18,723	20,612		0
<b>TOTAL AVAILABLE FINANCING</b>	<b>1,103,341</b>	<b>1,083,174</b>		<b>1,189,459</b>

COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
LADERA RECREATION DISTRICT BUDGET DETAIL-02635  
FOR FISCAL YEAR 2008-2009

## DISTRICT BUDGET FORM

## SCHEDULE 16

GOVERNING BOARD:

Board of Supervisors .. ☐Other Appointed ..... ☐Other Elected ..... ☒

## SUMMARY OF FINANCING REQUIREMENTS

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Approved 2008-2009	Approved 2008-2009
Financing Uses				
Salaries and Benefits				
4111 Regular Hour - Perm Position	108,064	122,128		126,400
4161 Extra Help Hours Regular Pay	131,560	148,914		168,410
4311 FICA	14,817	16,805		18,267
4312 Medicare Contribution	3,465	3,930		4,285
4451 Unemployment Insurance	0	67		0
4649 Other Benefits	0			0
Total Salaries and Benefits	257,906	291,843		317,362
Services and Supplies				
5188 Misc. Other Expenses				13,541
5191 Outside Printing & Copying	0	0		1,250
5193 General Office Supplies	6,084	3,786		4,019
5428 Misc Repair & Maintenance	47,758	28,907		30,884
5439 Paint, Solvent and Chemical	7,118	2,590		5,308
5457 Landscape Lawns	17,770	8,762		22,685
5483 Contract custodial Services	16,802	13,485		15,095
5631 Electric & Gas Utilities	37,983	20,551		25,109
5635 Water Service	5,721	6,928		6,485
5638 Other Utilities	5,698	6,072		6,124
5721 Meeting and Conferences	11,068	6,388		9,499
5858 Other Professional Contract Services	4,344	12,201		15,954
5872 In-House Admin & Acctg. Service	5,100	5,363		4,325
5916 California Childrens Services	10,054	8,784		8,710
5927 Program Activities Expense	19,773	17,903		20,556
5966 District Operating Expense	28,099	18,879		23,096
5995 Stores for Re-issue	2,926	3,824		4,849
Total Services and Supplies	226,299	164,423		217,489
Other Charges				
6332 Interest on Long Term Debt	26,700	26,700		26,700
6611 Taxes & Assessments	1,011	1,520		1,600
6712 Telephone Service Charges	2,959	2,464		2,459
6713 Automated Services	17	18		0
6731 All Other Insurance	17,184	17,310		16,843
Total Other Charges	47,870	48,012		47,602
Fixed Assets				
7211 Fixed Assets - Structures/Improvements	5,200	0		30,000
7311 Fixed Assets - Equipment	4,888	10,650		13,175
Total Fixed Assets	10,088	10,650		43,175
Operating Transfers Out				
7541 Operating Transfers Out	122,000	49,000		265,823
Contingencies				
8611 Appropriation for Contingencies				0
Reserves				
8821 General Reserve				298,008
TOTAL FINANCING REQUIREMENT	664,164	563,927		1,189,459

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02705  
FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	0	2,050,403		0
CANCELLATION OF PRIOR YR RESERVES	1,834,924	0		2,159,059
Additional Financing Sources				
Interest Earned	63,775	54,961		40,000
Miscellaneous Revenue	0	8,421		0
Operating Transfer In	1,000,000	1,200,000		1,000,000
Gain on Sale of Fixed Asset	0	31,600		0
<b>TOTAL FINANCING AVAILABLE</b>	<b>2,898,699</b>	<b>3,345,385</b>		<b>3,199,059</b>

**SUMMARY OF FINANCING REQUIREMENTS**

FINANCING USES	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
Financing Uses				
Services and Supplies				
5188 Misc Other Expense	277,976	279,608		291,000
5428 Misc Repair	13,975	32,906		24,500
5834 Contract Legal Services	2,226	2,226		21,500
Total Services and Supplies	294,177	314,739		2,500
				339,500
Fixed Assets				
7211 Fixed Assets - Structure/Improvement	248,401	504,619		
7311 Fixed Assets - Equipment	305,719	366,968		789,800
Total Fixed Assets	554,120	871,587		64,060
				853,860
Contingencies				
8611 Appropriation for Contingencies				50,000
Reserves				
8821 General Reserves				1,955,699
<b>TOTAL FINANCING REQUIREMENT</b>	<b>848,296</b>	<b>1,186,326</b>		<b>3,199,059</b>

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02706  
FOR FISCAL YEAR 2008-2009**

**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 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
FUND BALANCE AVAILABLE	1,155,599	2,232,293		1,596,898
CANCELLATION OF PRIOR YR RESERVES	770,448	0		770,448
Additional Financing Sources				
Taxes				
Property Taxes - Current Secured	1,260,042	1,349,526		1,413,922
Property Taxes - Current Unsecured	76,546	79,835		91,350
Property Taxes - Prior	1,564	2,119		0
Property Taxes - Supplemental SB 813	53,214	52,120		0
Interest Earned	93,762	100,199		100,000
Homeowner Property Tax Relief	11,410	11,193		11,257
Special Tax	441,143	441,840		440,044
Benefit Assessment Revenue	1,311,456	1,351,917		1,428,416
Charges for Services	533,633	458,794		350,000
Miscellaneous Reimbursements	27,117	31,410		30,000
All Other Miscellaneous Revenue	85,195	36,807		0
ERAF Rebate	119,888	143,386		0
Other In-Lieu Taxes	0	330		0
<b>TOTAL AVAILABLE FINANCING</b>	<b>5,941,016</b>	<b>6,291,767</b>		<b>6,232,335</b>



**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
SPECIAL DISTRICTS  
SAN MATEO COUNTY MOSQUITO ABATEMENT DISTRICT BUDGET DETAIL-02706  
FOR FISCAL YEAR 2008-2009**

**DISTRICT BUDGET FORM  
SCHEDULE 16**

GOVERNING BOARD:

Board of Supervisors .. ☐

Other Appointed ..... ☒

Other Elected ..... ☐

**SUMMARY OF FINANCING REQUIREMENTS**

SUMMARY OF FINANCING REQUIREMENTS	Actual 2006-2007	Actual 2007-2008	Recommended 2008-2009	Approved 2008-2009
<b>Financing Uses</b>				
Salaries and Benefits				
4111 Regular Hour - Perm Position	1,200,364	1,249,301		1,315,000
4161 Extra Help Hours - Reg Pay	79,448	59,154		122,800
4311 FICA	4,926	3,668		7,600
4321 County Retirement Plan	199,377	207,901		209,000
4412 Health Insurance	159,037	183,667		243,000
4415 Medicare Health Insurance	17,297	18,321		20,900
4422 Dental Plan	22,704	26,088		29,000
4431 Vision Insurance Plan	2,883	3,468		3,500
4442 Long Term Disability Insurance	12,889	9,078		9,000
4451 Unemployment Insurance	12,319	9,644		13,300
4621 Other Insurance	0	0		6,400
Total Salaries and Benefits	1,711,243	1,770,290		1,979,500
Services and Supplies				
5111 Agricultural Expense	217,830	217,428		230,000
5121 Clothing & Uniforms	21,208	18,730		27,750
5156 Other Household Expense	2,669	1,616		2,600
5171 Other Clinical Expense	2,456	945		3,850
5199 Other Office Expense	20,787	17,391		27,085
5233 Inspection & Testing Equipment	17,297	13,226		21,500
5331 Memberships	14,706	16,532		17,855
5416 Fuel & Lubrication	50,764	53,168		56,500
5428 Misc. Repairs & Maintenance	46,862	38,873		65,400
5472 Contract Plumbing Services	8,132	6,219		9,300
5631 Electricity & Gas Utilities	19,025	18,055		24,000
5635 Water Service	3,907	3,703		6,000
5721 Meetings & Conference Expense	51,507	69,419		76,900
5856 Contract Special Contract Svcs	158,014	178,453		276,300
5966 District Operating Expenses	233,452	188,815		177,200
6712 Telephone Charges	14,788	13,034		13,000
6725 General Liability Insurance	57,303	39,910		45,000
6731 All Other Insurance	54,108	58,081		59,700
Total Services and Supplies	994,817	953,598		1,139,940
Fixed Assets				
7311 Fixed Assets - Equipment	2,663	533		0
Other Financing Uses				
Operating Transfer Out	1,000,000	1,200,000		1,000,000
Contingencies				
8611 Appropriation for Contingencies	0	0		281,020
Reserves				
8821 General Reserves (Non-General Fund)	0	0		1,831,875
<b>TOTAL FINANCING REQUIREMENT</b>	<b>3,708,723</b>	<b>3,924,421</b>		<b>6,232,335</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 2008-2009**

(District, Fund, Issue, Etc.)  (1)	Actual Expenditures 2006-2007		Actual Expenditures 2007-2008		Requirements for Budget Year 2008-2009			
	Interest (2)	Principal (3)	Interest (4)	Principal (5)	Interest (6)	Principal (7)	Provision for Reserves (8)	Total (9)
<b>ELEMENTARY SCHOOL BONDS</b>								
BelmontRedwoodshores -FID.	-	-	521,196	-	1,214,788	1,390,000	728,494	3,333,282
Belmont 2005 Refund Ser.	-	345,000	468,688	380,000	456,913	405,000	665,419	1,527,332
Brisbane Ser 2004	167,426	-	333,278	105,000	329,828	125,000	308,976	763,804
Brisbane Ser . 2005	17,575	-	35,150	-	35,000	10,000	27,425	72,425
Burlingame Refund Ser. 2000	517,380	455,000	497,306	495,000	473,288	540,000	799,894	1,813,182
Burlingame Refund Ser 2004	251,200	140,000	248,150	165,000	243,813	215,000	355,563	814,376
Burlingame Elm 2007 Ser A					744,918	-	1,197,132	1,942,050
Hillsborough Ser 2003 A	461,975	975,000	448,288	315,000	439,663	375,000	652,488	1,467,151
Hillsborough Ser 2003 B	390,447	-	760,094	575,000	743,519	205,000	649,581	1,598,100
Hillsborough Ser 2003 C	-	-			361,456	-	-	361,456
Jefferson (Series A ) 2000	710,873	100,000	229,863	150,000	215,863	200,000	353,931	769,794
Jefferson Series 2004	868,500	500,000	860,500	50,000	859,500	50,000	529,500	1,439,000
Jefferson Series 2005	769,063	-	769,063	-	768,188	50,000	433,656	1,251,844
Jefferson Refund Ser 2007	-	-	451,819	166,276	444,501	130,000	396,227	970,728
Pacifica (Series A ) 1997	699,885	890,000	653,358	1,235,000	596,150	1,350,000	1,753,056	3,699,206
Pacifica (Series A ) 2000	-	-	24,653	45,347	31,254	48,746	95,000	175,000
Las Lomitas (Series A ) 1999	4,163	185,000	-	-	-	-	-	-
Las Lomitas 2005 Refunding	435,350	-	848,950	870,000	802,450	990,000	1,513,850	3,306,300
Menlo Park Refunding 2004	70,839	-	139,491	250,000	134,804	250,000	316,152	700,956
Menlo Park Refunding 2005	251,828	-	495,630	535,000	479,280	555,000	800,478	1,834,758
Menlo Park Ser 2007	-	-	1,451,603	1,160,000	1,593,178	475,000	1,307,339	3,375,517
Menlo Park Ser 2008	-	-	-	-	223,750	-	225,000	448,750
Portola Valley (Series A) 1999	260,125	125,000	253,625	135,000	246,750	140,000	266,625	653,375
Portola Valley (Series B ) 1999	486,668	215,000	476,875	225,000	466,526	235,000	480,619	1,182,145
Portola Valley Series 2002	282,341	95,000	278,066	95,000	273,679	100,000	235,714	609,393
Ravesnwood Refunding Ser.	-	-	620,027	710,433	604,243	677,491	1,003,550	2,285,284
Redwood City ( Series A) 1997	1,520,250	1,380,000	1,449,825	1,575,000	1,365,575	1,795,000	2,690,350	5,850,925
Redwood City ( Series A) 2002	955,000	150,000	955,000	210,000	955,000	265,000	807,500	2,027,500
San Bruno Refunding Ser. 1998	-	1,010,000	151,473	1,095,000	101,860	1,185,000	837,895	2,124,755
San Bruno (Series B ) 1998	158,425	40,000	156,510	50,000	154,225	55,000	626,508	835,733
San Bruno (Series C ) 1998	90,930	210,000	84,138	235,000	76,123	265,000	330,875	671,998
San Carlos 2005 Refunding Ser.	849,328	700,000	826,928	760,000	802,478	795,000	1,224,964	2,822,442
San Carlos Ser 2006	1,257,600	-	1,414,800	-	1,429,345	150,455	947,400	2,527,200
San Carlos Ser 2008 B	-	-	-	-	34,991	-	63,328	98,319
<b>ELEM.SCHOOL DIST. TOTAL</b>	<b>11,477,171</b>	<b>7,515,000</b>	<b>15,904,347</b>	<b>11,587,056</b>	<b>17,702,899</b>	<b>13,026,692</b>	<b>22,624,489</b>	<b>53,354,080</b>

Continue

**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 2008-2009**

Available Financing						Amount to be Raised by Current Property			Tax Rate on Secured Roll (19)
Fund Balance as of June 30, 2008 (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, 2008 (11)	Uncancelled General Reserve (12)				Total (16)	Unsecured (17)	Secured (18)	
2,008,963	-	-	2,008,963	6,226	2,015,189	1,318,093	15,281	1,302,812	0.0288
736,908	-	-	736,908	5,521	742,429	784,903	20,866	764,037	0.0084
348,438	-	-	348,438	2,746	351,184	412,620	46,790	365,830	0.0199
44,776	-	-	44,776	302	45,078	27,347	2,416	24,931	0.0022
1,009,226	-	-	1,009,226	4,386	1,013,612	799,570	39,443	760,127	0.0116
378,197	-	-	378,197	2,420	380,617	433,759	19,872	413,887	0.0064
-	-	-	-	10,891	10,891	1,931,159	-	1,931,159	0.0288
699,531	-	-	699,531	2,586	702,117	765,034	500	764,534	0.0122
619,875	-	-	619,875	3,286	623,161	974,939	734	974,205	0.0155
243,943	-	-	243,943	487	244,430	117,026	195	116,831	0.0023
425,299	-	-	425,299	3,917	429,216	340,578	19,178	321,400	0.0047
517,727	-	-	517,727	10,336	528,063	910,937	27,398	883,539	0.0124
490,906	-	-	490,906	8,502	499,408	752,436	24,658	727,778	0.0102
385,884	-	-	385,884	6,752	392,636	578,092	6,392	571,700	0.0081
2,126,944	-	-	2,126,944	20,350	2,147,294	1,551,912	17,584	1,534,328	0.0362
98,190	-	-	98,190	1,236	99,426	75,574	852	74,722	0.0022
-	-	-	-	-	-	-	-	-	-
1,559,889	-	-	1,559,889	7,407	1,567,296	1,739,004	54,015	1,684,989	0.0352
523,391	-	-	523,391	806	524,197	176,759	5,886	170,873	0.0021
838,961	-	-	838,961	4,145	843,106	991,652	23,154	968,498	0.0108
1,331,112	-	-	1,331,112	8,406	1,339,518	2,035,999	46,308	1,989,691	0.0219
-	-	-	-	1,957	1,957	446,793	-	446,793	0.0051
329,174	-	-	329,174	1,183	330,357	323,018	1,381	321,637	0.0096
488,137	-	-	488,137	2,453	490,590	691,555	3,073	688,482	0.0199
261,193	-	-	261,193	1,257	262,450	346,943	1,676	345,267	0.0102
1,098,676	-	-	1,098,676	5,612	1,104,288	1,180,996	102,453	1,078,543	0.0299
3,287,547	-	-	3,287,547	15,793	3,303,340	2,547,585	145,646	2,401,939	0.0155
841,698	-	-	841,698	7,537	849,235	1,178,265	63,615	1,114,650	0.0074
1,676,237	-	-	1,676,237	2,817	1,679,054	445,701	194,914	250,787	0.0056
162,553	-	-	162,553	6,541	169,094	666,639	42,567	624,072	0.0130
320,610	-	-	320,610	3,069	323,679	348,319	70,572	277,747	0.0061
1,393,484	-	-	1,393,484	11,065	1,404,549	1,417,893	99,523	1,318,370	0.0234
925,457	-	-	925,457	12,436	937,893	1,589,307	102,633	1,486,674	0.0263
-	-	-	-	945	945	97,374	-	97,374	0.0020
25,172,926	-	-	25,172,926	183,373	25,356,299	27,997,781	1,199,575	26,798,206	

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
DEBT SERVICE REQUIREMENTS DETAIL  
FOR BOND ISSUES OF SPECIAL DISTRICTS  
FOR FISCAL YEAR 2008-2009**

Available Financing						Amount to be Raised by Current Property			Tax Rate on Secured Roll (19)
Fund Balance as of June 30, 2008 (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, 2008 (11)	Uncancelled General Reserve (12)				Total (16)	Unsecured (17)	Secured (18)	
2,237,625	-	-	2,237,625	14,157	2,251,782	1,932,796	73,178	1,859,618	0.0084
3,747,667	-	-	3,747,667	38,933	3,786,600	5,377,941	186,061	5,191,880	0.0231
346,069	-	-	346,069	980	347,049	375,595	1,046	374,549	0.0173
-	-	-	-	-	-	-	-	-	
261,692	-	-	261,692	1,236	262,928	467,909	1,362	466,547	0.0218
31,765,979	-	-	31,765,979	238,679	32,004,658	36,152,022	1,461,222	34,690,800	
879,926	-	-	879,926	15,347	895,273	1,387,943	55,117	1,332,826	0.0096
294,002	-	-	294,002	4,156	298,158	342,454	13,124	329,330	0.0026
1,608,959	-	-	1,608,959	33,731	1,642,690	3,053,539	121,268	2,932,271	0.0211
568,837	-	-	568,837	310	569,147	(209,385)	4,305	(213,690)	0.0001
616,180	-	-	616,180	1,556	617,736	271,697	21,531	250,166	0.0005
1,070,021	-	-	1,070,021	6,533	1,076,554	1,161,843	51,675	1,110,168	0.0021
1,156,508	-	-	1,156,508	9,020	1,165,528	1,586,784	60,288	1,526,496	0.0029
1,385,190	-	-	1,385,190	9,644	1,394,834	1,716,935	75,360	1,641,575	0.0031
149,649	-	-	149,649	1,243	150,892	164,911	8,612	156,299	0.0004
1,321,471	-	-	1,321,471	12,755	1,334,226	2,283,831	99,045	2,184,786	0.0041
1,626,796	-	-	1,626,796	15,555	1,642,351	2,807,812	120,577	2,687,235	0.0050
-	-	-	-	31,072	31,072	5,415,571	-	5,415,571	0.0100
2,841,357	-	-	2,841,357	15,214	2,856,571	2,342,755	211,343	2,131,412	0.0049
625,988	-	-	625,988	5,899	631,887	853,146	83,656	769,490	0.0019
2,854,394	-	-	2,854,394	23,909	2,878,303	3,697,507	365,447	3,332,060	0.0077
1,021,213	-	-	1,021,213	47,507	1,068,720	6,726,650	-	6,726,650	0.0153
18,020,491	-	-	18,020,491	233,451	18,253,942	33,603,993	1,291,348	32,312,645	
3,178,184	-	-	3,178,184	17,678	3,195,862	2,243,818	34,874	2,208,944	0.0464
9,178	-	-	9,178	2,249	11,427	309,136	1,293	307,843	0.0535
1,860,142			1,860,142	15,094	1,875,236	2,662,606	452,717	2,209,889	0.0162
5,047,504	-	-	5,047,504	35,021	5,082,525	5,215,560	488,884	4,726,676	
4,517,520	-	-	4,517,520	27,515	4,545,035	4,242,016	382,107	3,859,909	0.0030
1,880,102	-	-	1,880,102	19,244	1,899,346	2,838,786	114,632	2,724,154	0.0021
1,019,622	-	-	1,019,622	7,335	1,026,957	1,089,591	85,974	1,003,617	0.0008
14,370,532	-	-	14,370,532	43,156	14,413,688	7,056,119	1,050,798	6,005,321	0.0047
4,811,027	-	-	4,811,027	54,034	4,865,061	7,604,889	-	7,604,889	0.0059
26,598,803	-	-	26,598,803	151,284	26,750,087	22,831,401	1,633,511	21,197,890	
81,432,777	-	-	81,432,777	658,435	82,091,212	97,802,976	4,874,965	92,928,011	

Continue

**COUNTY OF SAN MATEO  
STATE OF CALIFORNIA  
DEBT SERVICE REQUIREMENTS DETAIL  
FOR BOND ISSUES OF SPECIAL DISTRICTS  
FOR FISCAL YEAR 2008-2009**

Available Financing						Amount to be Raised by Current Property			Tax Rate on Secured Roll (19)
Fund Balance as of June 30, 2008 (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, 2008 (11)	Uncancelled General Reserve (12)				Total (16)	Unsecured (17)	Secured (18)	
2,237,625	-	-	2,237,625	14,157	2,251,782	1,932,796	73,178	1,859,618	0.0084
3,747,667	-	-	3,747,667	38,933	3,786,600	5,377,941	186,061	5,191,880	0.0231
346,069	-	-	346,069	980	347,049	375,595	1,046	374,549	0.0173
-	-	-	-	-	-	-	-	-	-
261,692	-	-	261,692	1,236	262,928	467,909	1,362	466,547	0.0218
31,765,979	-	-	31,765,979	238,679	32,004,658	36,152,022	1,461,222	34,690,800	
879,926	-	-	879,926	15,347	895,273	1,387,943	55,117	1,332,826	0.0096
294,002	-	-	294,002	4,156	298,158	342,454	13,124	329,330	0.0026
1,608,959	-	-	1,608,959	33,731	1,642,690	3,053,539	121,268	2,932,271	0.0211
568,837	-	-	568,837	310	569,147	(209,385)	4,305	(213,690)	0.0001
616,180	-	-	616,180	1,556	617,736	271,697	21,531	250,166	0.0005
1,070,021	-	-	1,070,021	6,533	1,076,554	1,161,843	51,675	1,110,168	0.0021
1,156,508	-	-	1,156,508	9,020	1,165,528	1,586,784	60,288	1,526,496	0.0029
1,385,190	-	-	1,385,190	9,644	1,394,834	1,716,935	75,360	1,641,575	0.0031
149,649	-	-	149,649	1,243	150,892	164,911	8,612	156,299	0.0004
1,321,471	-	-	1,321,471	12,755	1,334,226	2,283,831	99,045	2,184,786	0.0041
1,626,796	-	-	1,626,796	15,555	1,642,351	2,807,812	120,577	2,687,235	0.0050
-	-	-	-	31,072	31,072	5,415,571	-	5,415,571	0.0100
2,841,357	-	-	2,841,357	15,214	2,856,571	2,342,755	211,343	2,131,412	0.0049
625,988	-	-	625,988	5,899	631,887	853,146	83,656	769,490	0.0019
2,854,394	-	-	2,854,394	23,909	2,878,303	3,697,507	365,447	3,332,060	0.0077
1,021,213	-	-	1,021,213	47,507	1,068,720	6,726,650	-	6,726,650	0.0153
18,020,491	-	-	18,020,491	233,451	18,253,942	33,603,993	1,291,348	32,312,645	
3,178,184	-	-	3,178,184	17,678	3,195,862	2,243,818	34,874	2,208,944	0.0464
9,178	-	-	9,178	2,249	11,427	309,136	1,293	307,843	0.0535
1,860,142	-	-	1,860,142	15,094	1,875,236	2,662,606	452,717	2,209,889	0.0162
5,047,504	-	-	5,047,504	35,021	5,082,525	5,215,560	488,884	4,726,676	
4,517,520	-	-	4,517,520	27,515	4,545,035	4,242,016	382,107	3,859,909	0.0030
1,880,102	-	-	1,880,102	19,244	1,899,346	2,838,786	114,632	2,724,154	0.0021
1,019,622	-	-	1,019,622	7,335	1,026,957	1,089,591	85,974	1,003,617	0.0008
14,370,532	-	-	14,370,532	43,156	14,413,688	7,056,119	1,050,798	6,005,321	0.0047
4,811,027	-	-	4,811,027	54,034	4,865,061	7,604,889	-	7,604,889	0.0059
26,598,803	-	-	26,598,803	151,284	26,750,087	22,831,401	1,633,511	21,197,890	
81,432,777	-	-	81,432,777	658,435	82,091,212	97,802,976	4,874,965	92,928,011	

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# *Glossary of Budget Terms*



*Adopted Budget*  
*FY 2008-09*  
*FY 2009-10*



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.

**Accrual** - An accounting adjustment that recognizes revenues and expenses in the period they are "earned" or "spent" but not received or paid within that period.

**Accrual Accounting** - An accounting method that measures the performance of the County's Enterprise and Internal Service Funds by recognizing matching revenues and expenses (the matching principle) at the time in which the transaction occurs rather than when payment is made or received. This method allows the current cash inflows/outflows to be combined with future expected cash inflows/outflows to give a more accurate picture of a fund's current financial condition.

**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.

**Balanced Budget** - A budget where Total Sources, including Fund Balances, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund.

**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.

**Depreciation** - The decline in value of an asset over time as a result of deterioration, age, obsolescence, and impending retirement. Most assets lose their value over time (in other words, they depreciate) and must be replaced once the end of their useful life is reached. Applies particularly to physical assets like equipment and structures.

**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) =	<u>.8</u> (32/40 = .8)
TOTAL:	3.8

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

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

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

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

**GFOA** – Government Finance Officers Association

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

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

**Governmental Funds** - Applies to all County funds except for profit and loss funds (e.g., enterprise funds, internal service funds, and trust and agency funds). Examples include the General Fund, special assessment funds, and capital projects funds.

**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 Interfund 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.

**Modified Accrual** - Under this method, revenues are recognized when measurable and available. Property and sales taxes, interest, certain state and federal grants, and charges for services are recognized when their receipt occurs within sixty days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under accrual basis of accounting. However, expenditures related to debt service, compensated absences, and claims and judgments are recorded only when payment is due. General capital assets acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

**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 Objectives** – The section of the Program Plan and Budget that identifies specific objectives 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.

**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).

**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.

**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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