



SHARED VISION / SHARED COMMITMENT



COUNTY OF SAN MATEO

FY 2015-16
FY 2016-17

RECOMMENDED BUDGET



COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET

BOARD OF SUPERVISORS

DAVE PINE, 1ST DISTRICT

CAROLE GROOM, 2ND DISTRICT

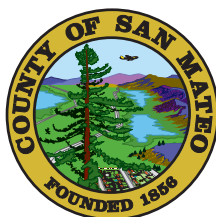
DON HORSLEY, 3RD DISTRICT

WARREN SLOCUM 4TH DISTRICT

ADRIENNE J. TISSIER, 5TH DISTRICT

RECOMMENDED BY:

JOHN L. MALTBY, COUNTY MANAGER



COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET

RECOMMENDED BY:

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COUNTY MANAGER**

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County Manager/Clerk of the Board*

Coroner's Office

District Attorney

Message Switch

Office of Sustainability*

Probation Department

Sheriff / Office of Emergency Services

Center for Continuous Process Improvement**

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Treasurer-Tax Collector

Board of Supervisors

County Counsel's Office

County Manager/Clerk of the Board

Grand Jury*

Human Resources Department

Information Services Department

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Public Safety Communications

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FISCAL YEAR 2015-17 RECOMMENDED BUDGET

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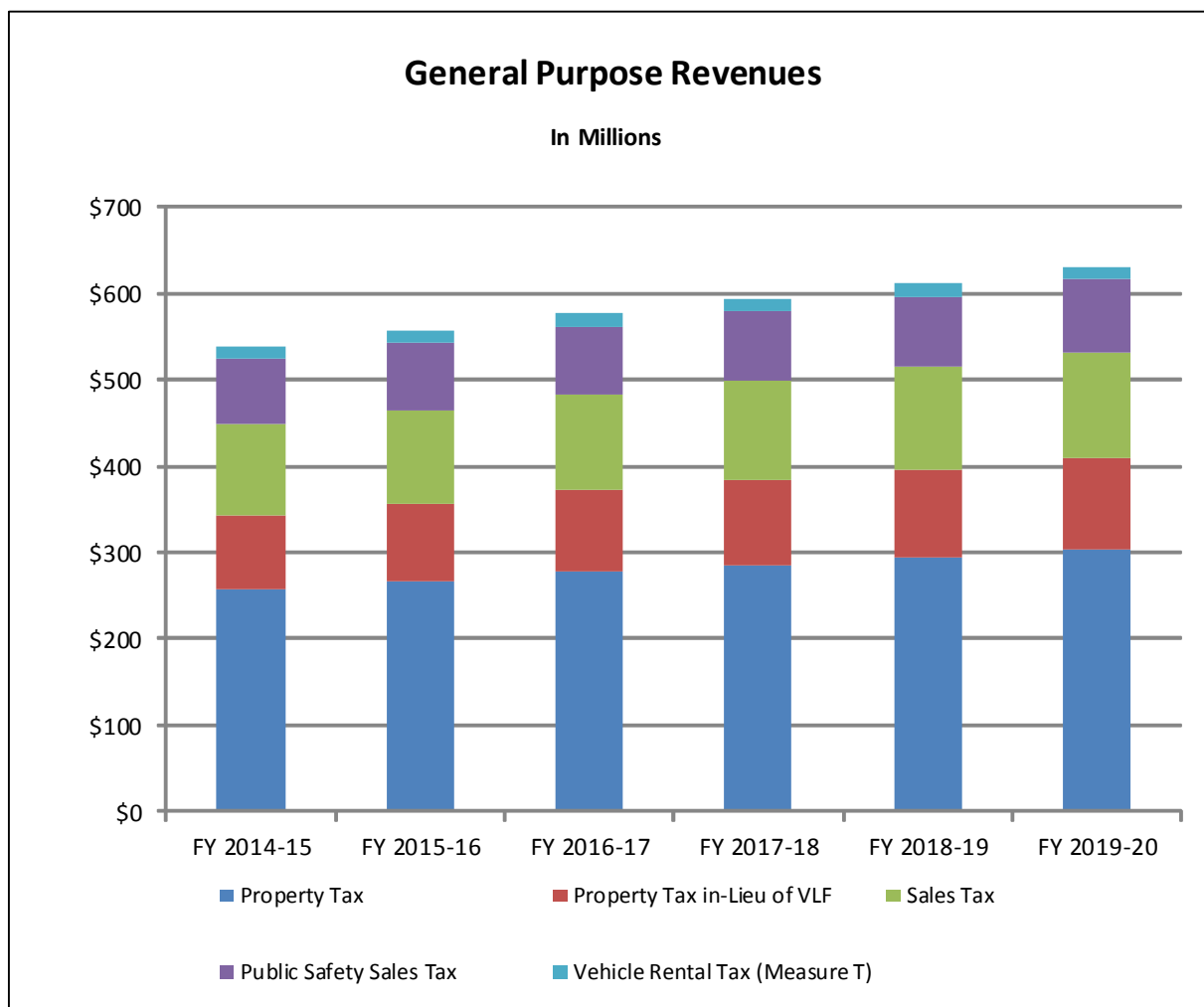
Investing in the Future

Honorable Board of Supervisors:

Herbert Spencer, a 19th Century English political theorist wrote, "The wise man must remember that while he is a descendent of the past, he is a parent of the future." This budget, based on Board direction, invests in the future of our County and in so doing envisages a community that is safer, healthier and more prosperous for everyone.

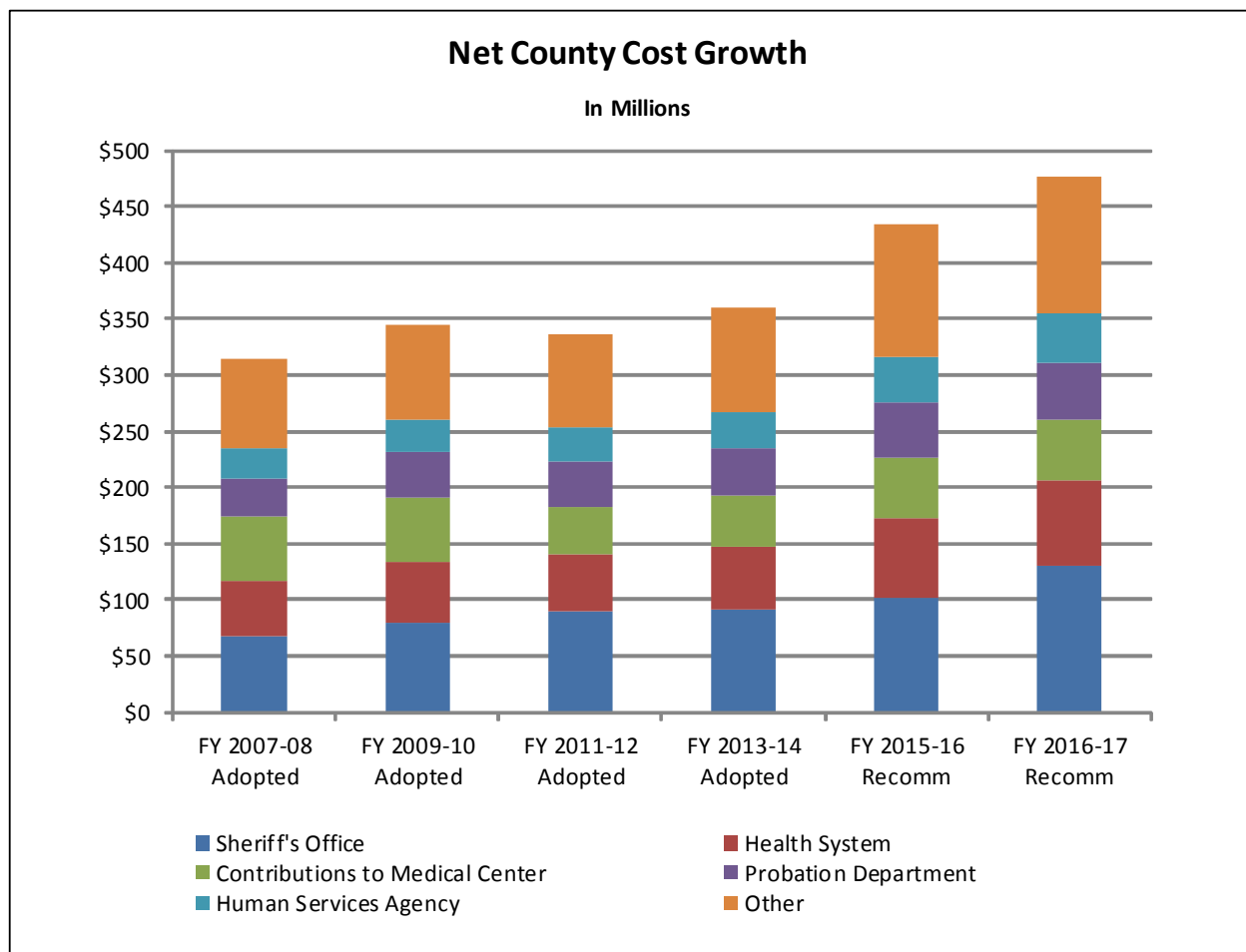
The Recommended Budget for FY 2015-16 is \$2.4 billion and for FY 2016-17 \$2.3 billion. This represents an increase of about 7.5 percent over the revised budget for FY 2014-15. These changes are mainly due to negotiated increases to Salaries and Benefits, \$70.0 million; Capital Improvements, \$96.8 million; new Medi-Cal patients, \$87.4 million; Debt Service/operational costs for the Maple Street Correctional Center, \$87 million; and \$47.8 million in Information Technology (IT), which includes \$22.3 million in Non-Departmental, \$17.3 million in Measure A funding, and \$8.2 million in other funding (Prop 172, grants, etc.).

The economy in the County remains strong: unemployment is at 3.2 percent, San Francisco Airport boardings are at an all-time high of 35 million passengers per year, retail sales grew by over 5 percent last year, and the Assessor estimates that 6.6 million square feet of new commercial buildings will be constructed in the next two years. All of this leads to strong projected revenue growth.



Financial Overview

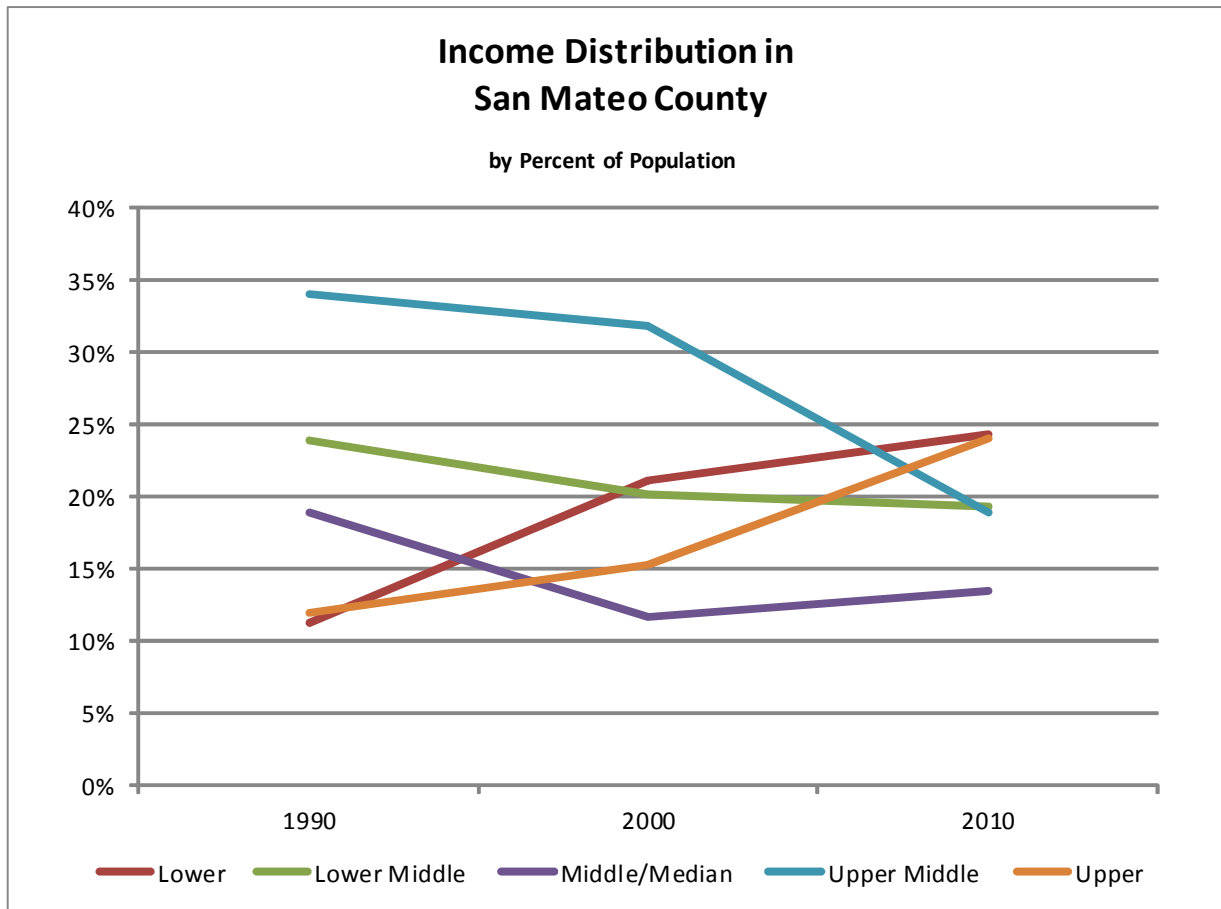
The primary reason for the \$150 million increase in Net County Costs is negotiated Salary and Benefit increases and the corresponding increase in charges by internal services departments to recoup the higher wages. Combined, negotiated Salaries and Benefits and internal service charges increase by \$78 million over the two years, of which \$48 million results in increased Net County Cost, as some departments like the Human Services Agency, Health System and Child Support Services can recoup costs through Federal and State claims and other cost-driven revenues. In addition to Salary and Benefit increases, Net County Cost also reflects approximately \$5.6 million for added staff, including the new Office of Sustainability, the Human Service Agency's continuing efforts to enroll residents in ACA, and staff to support the County's growing IT infrastructure and Parks system. Further, Parks Administration previously funded by Measure A has been shifted over to the General Fund. The opening of the MSCC will significantly increase Net County Costs including \$25.8 million for debt service beginning in FY 2016-17 and for food and facility maintenance costs (both of which are factored into internal service charges). Some of the staffing costs for MSCC were added in the previous budget. Most of the remaining staffing for MSCC will be shifted from within the Sheriff's budget. Finally, with the Board's approval, non-profit contractors received a 3% increase effective January 1, 2015 and will receive a 2% increase effective January 1, 2016, amounting to an increased Net County Cost of \$3.3 million. The "Other" category lumps together the remaining 15 County departments and increases in these budgets are primarily due to Salary and Benefit adjustments.



Shared Prosperity

In America one of our enduring values is that everyone has the opportunity to get ahead through hard work and initiative. Throughout history each succeeding generation of Americans has lived longer and enjoyed greater prosperity than the previous generation. But today for too many hard working people the “American Dream” is slipping further and further away.

Despite the booming economy and great wealth in San Mateo County we see middle incomes stagnating and poverty growing.

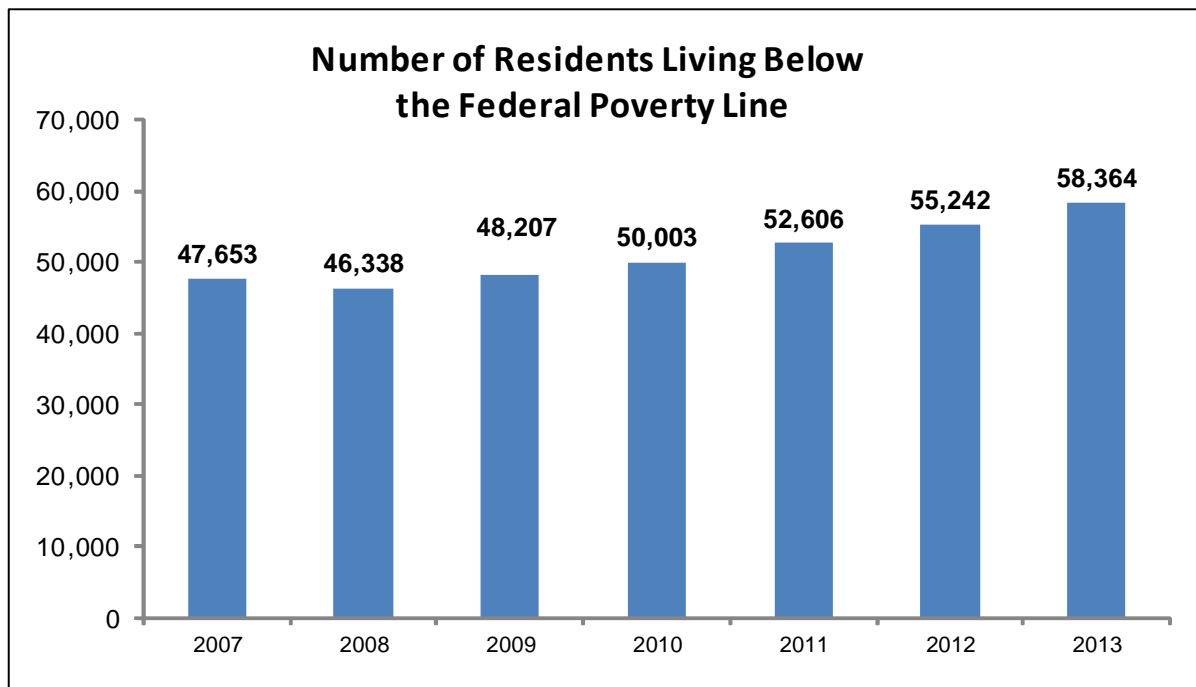


Rents have increased by 46 percent in four years driving the average rent for a 2-bedroom apartment to \$2,700/ month and pushing more working families into overcrowded, substandard housing or out of the County altogether.

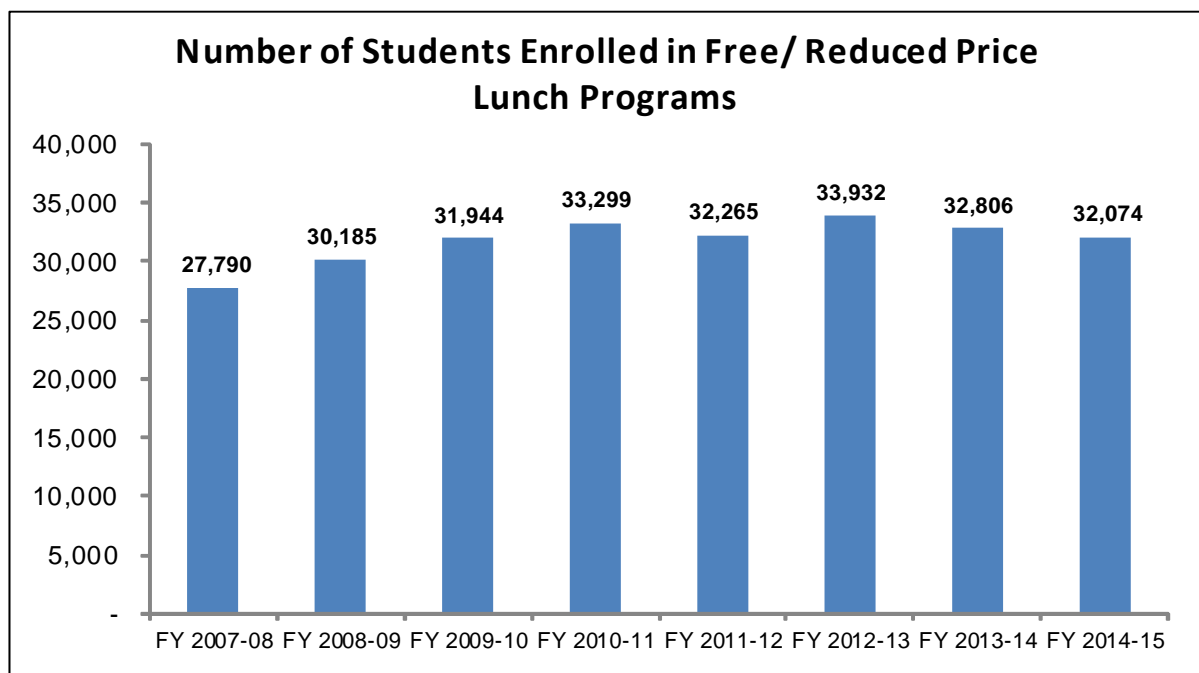
Another intrinsic American value is that there is equal opportunity for all and that the proper role of government in a democracy is to “level the playing field.” While there have always been disparities in wealth and income these disparities have grown wider in recent years. In the past the gap between the “haves” and the “have-nots” has been bridged with public services, particularly education, that gave people the opportunity to get ahead - - or at least the belief that their children could succeed.

But the planks (of public services) in that bridge of opportunity are being slowly eroded leaving many to wonder if the “playing field” is really level and if the promise of equal opportunity is an illusion.

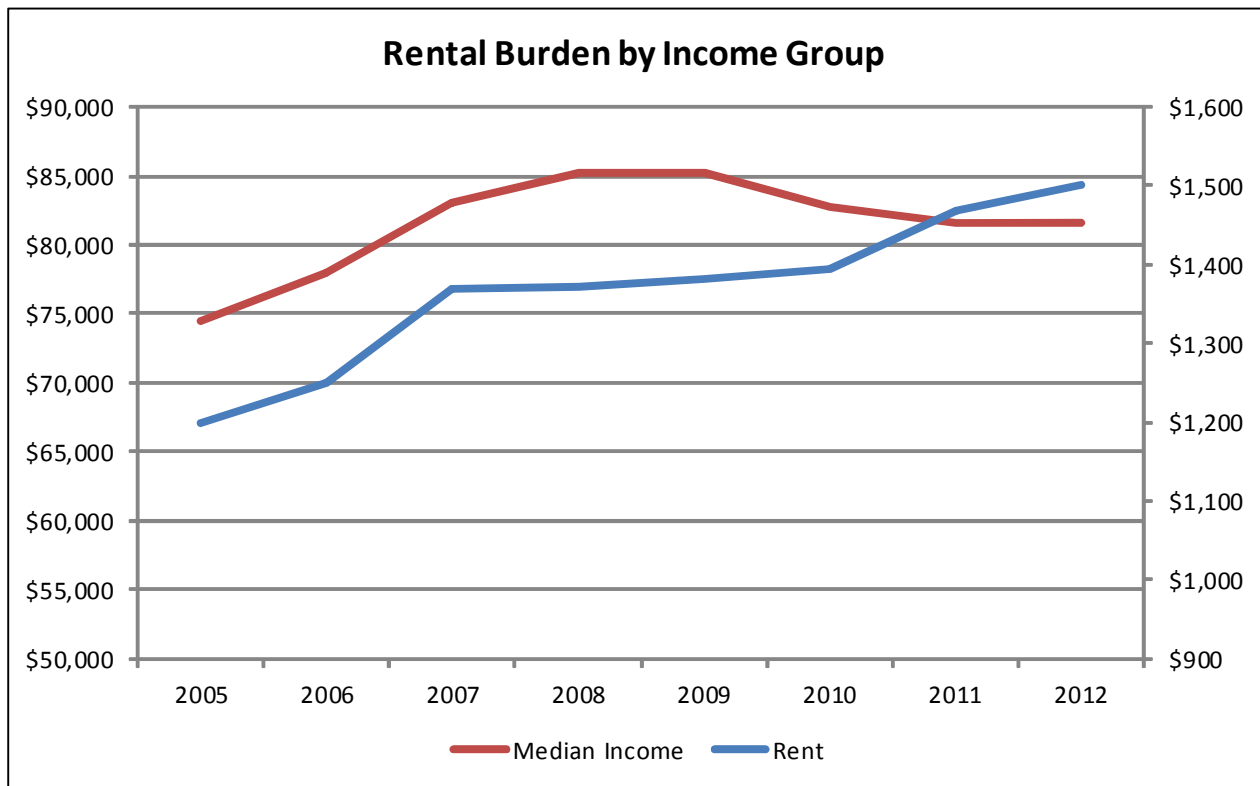
In San Mateo County today, there are more people living below the Federal poverty level,



more children receiving free school lunches, and



the rental burden is worse than at the beginning of the Great Recession.



The Board has set three goals to address income inequality and promote more broadly shared prosperity in our community:

By 2020 the County will:

- End homelessness;
- Ensure that all foster children graduate from high school or its equivalent and complete two years of college or vocational training; and
- Improve school reading scores so that 80 percent of third graders are reading at grade level.

In addition to these goals the Board is also studying the issues of Affordable Housing and Minimum Wage. This summer the Board will appoint two “Blue Ribbon” Commissions to study both of these subjects. Any subsequent actions taken regarding the findings of these Commissions will only affect the unincorporated areas of the County. That’s one of the reasons why it is important to include cities among a broad cross section of stakeholders in these discussions so that future policy actions can be undertaken jointly by the County and cities.

This budget document includes the expenditure of Measure A and other County funds to address these goals as follows:

Homelessness

Based on the most recent Homelessness Count the number of unsheltered homeless individuals in San Mateo County has declined by 40 percent since 2013. Through the focused use of family shelters and temporary motel vouchers, we have been able to house almost all homeless families. Homelessness among veterans will be significantly reduced, if

not eliminated, with the opening of the 60-unit Willow Housing project in Menlo Park in 2016. The Department of Housing is also working on an additional 50-unit veterans housing project in Colma, planned to begin construction in FY 2016-17. This budget includes additional funding for "HOT Teams" (\$150,000 during FY 2015-16 and FY 2016-17 to expand outreach Countywide) and continued funding for emergency housing assistance to prevent homelessness. An RFP utilizing Measure A funds will be issued this summer to fund additional services to prevent and address homelessness.

Also, there is \$11 million earmarked for affordable housing emphasizing the need to house clients of County programs – the homeless, mentally ill, disabled, foster youth and those in recovery. It is critical that these funds be leveraged with other state and local resources to maximize the number of housing units built. Also, any surplus County property that's suitable for housing should be used for this purpose.

As a follow-up to the Board's study session on homelessness last year, Focus Strategies was engaged to recommend systemic improvements in the County's approach to homelessness. Those recommendations were received by your Board and The HOPE Interagency Council in March. The Human Services Agency is re-designing the system of care for homelessness utilizing the services of Focus Strategies in close consultation with our community partners. A draft plan will be presented to your Board in December. I want to acknowledge and thank both Bill Lowell and Iliana Rodriguez for their exemplary leadership on affordable housing and homelessness issues.

Foster Care

The County provides child welfare services to approximately 750 children at any point in time, of whom 350 are children living in out-of-home placement. Consistent with state law the vast majority of these children are reunited with their families. Younger children who can't be reunited with their families are often adopted. Those children that remain in the system are older and/or have multiple needs.

Of the children in Foster Care about 5 to 15 emancipate every year. Usually these are the children who spend the longest time in the system and often have experienced significant trauma in their lives. Unlike other 18-year-olds foster youth have very little, if any, safety net to fall back on as young adults. They experience incarceration, homelessness and inadequate medical care at much higher rates than the general population. Helping these children successfully transition to adulthood is critical. This budget provides \$147 million in child welfare services for FY 2015-16 and FY 2016-17 including more housing for emancipating foster youth, expanding the Supported Transition to Employment Program (STEP), increasing information sharing between schools and social workers and enhancing Public Health Nurse services for foster youth. An RFP will be issued this summer to fund additional services for at-risk foster youth aged 14-21 utilizing Measure A funds.

Reading Scores

Benjamin Franklin once said, "an investment in knowledge pays the best interest." Multiple studies have concluded that children who read at grade level by the end of the third grade do better in school and in life. Countywide, about 57 percent of children now meet this criterion. Most affluent schools usually meet this standard, while less affluent schools do not.

The Big Lift proposal builds on previous studies showing that children receiving two years quality pre-school have a greater likelihood of reading at grade level by third grade. This proposal also includes funding for summer and after-school enrichment programs and parental involvement programs. The Big Lift has a rigorous evaluation component.

This budget provides \$15 million in Measure A funding to "match" \$17 million in Federal Social Innovation Fund grants. To date, about \$1.9 million has been raised from foundations. This fall the Big Lift partners – Silicon Valley Community Foundation, County Office of Education and San Mateo County – will launch a campaign to raise funds from the private sector.

Four school districts - Jefferson, South San Francisco, Cabrillo and Pescadero - have been awarded funds to launch the Big Lift. It is anticipated that approximately 900 children will be initially enrolled in the program with additional children to be added as capacity becomes available. Other components of the program will be added in 2016.

In addition to funds for the Big Lift this budget also includes \$8.8 million for FY 2015-16 and FY 2016-17 for early childhood learning support, after-school homework centers and summer programs in libraries, recreation centers and schools throughout the County.

By making these investments in affordable housing, foster care and child care, we can make this a better community for everyone and keep the "American Dream" alive in San Mateo County.

Parks

As the County becomes increasingly urbanized the demand for parks and open space will intensify. We are fortunate to have many Federal, State, and County parks as well as publically-owned open space within the County.

Two years ago the Board began re-investing in parks by re-establishing the Parks Department and addressing the \$100 million in deferred parks maintenance. Since then the Devils Slide trail was completed, more than 880 acres of new land was acquired and incorporated into existing parks, including Memorial Park, Pescadero Creek Redwoods and Quarry Park. Additionally, Friendship Park in North Fair Oaks and Moss Beach Park have been added to our parks system, and represent a new opportunity to serve those residents that may have difficulty accessing regional parks. A Mini-Parks Policy was adopted by the Board in May to help guide future acquisitions in this area.

This budget includes \$40.2 million over two years for Parks, of which \$331,000 is for additional parks staffing to maintain and operate the expanding parks system.

The Parks Department will undertake a significant number of capital projects over the next two years, which will continue to improve safety as well as the visitor experience within our parks and open spaces. The general fund has approximately \$3 million in projects including restoration work at the Sanchez Adobe historical site, additional work on the Crystal Springs trail, and a water storage project at Memorial Park. The latter project will be matched with \$2.5 million in funding from the San Mateo County Resource Conservation District. Six million dollars in Measure A funds will be spent on projects for Flood Park, the Green Valley Trail near Devil's Slide and new mini parks.

Investments in parks are investments in people, intended to make San Mateo County a safer and healthier place by giving all residents and visitors the opportunity to experience the beauty of our County. In doing so we strengthen bodies and lift spirits.

Office of Sustainability

The Office of Sustainability was established by the Board in 2014 to centralize the County's sustainability initiatives in response to climate change, drought, greenhouse gas emissions and air and water pollution. The County's success in the 21st Century and beyond depends on its ability to adapt to these changes while prudently managing our existing resources. Over 100 years ago Theodore Roosevelt said,

"We have become great because of the lavish use of our resources...but the time has come to inquire seriously what will happen when our forests are gone, when the coal, the iron, the oil, and the gas are exhausted..."

This budget includes \$40.5 million for the Office of Sustainability over the next two years, of which \$10.2 million is in the general fund. Core work programs for this office include: Stormwater Management, Commute Alternatives, Climate Action Plan, Community Choice Energy (CCE), Sea Level Rise/Climate Change Adaptation, and active transportation outreach and coordination with cities and unincorporated communities to improve health through walking and bicycling activities.

The CCE efforts are currently focused on a technical study analyzing Countywide electrical needs, potential procurement of electricity from renewable energy sources and the feasibility of forming a JPA to purchase electricity. Also, the Office has recently filled a new position to oversee the County's Sea Level Rise Adaptation efforts and to work in collaboration with the State Coastal Conservancy on a Countywide vulnerability assessment and adaptation strategy to address this issue.

This budget merges staff from the Department of Public Works RecycleWorks Program, which totals \$18.3 million, into the Office of Sustainability. RecycleWorks promotes recycling, composting, waste prevention, procurement, sustainability, green building programs, and outreach at County facilities and for residents, employees, businesses, and visitors in the unincorporated area of the County. Staff from RecycleWorks have also formed a partnership with City/County Association of Governments (C/CAG) and PG&E to manage a local energy watch program with the goal of reducing electricity use among cities, businesses, special districts and residents in San Mateo County. The Office of Sustainability will also include outreach staff for North Fair Oaks Forward and Pescadero Forward as part of the Livable Communities Programs.

In addition, staff from the Health System will be co-assigned to the Office of Sustainability next year to work on two collaborative projects - - the analysis and potential redesign of the County employee commute alternatives program modeled on the Health System's Way2Go initiative and a joint environmental education project. Permanent assignment of Health System staff to the Office of Sustainability will be assessed mid-year.

Future projects include: ground water management assessment in collaboration with Environmental Health; environmental purchasing policy and battery recycling/ purchasing; outreach and collaboration with County departments, employees, schools and community stakeholders; and strengthening partnerships with cities, including continuing efforts to reduce greenhouse gas emissions.

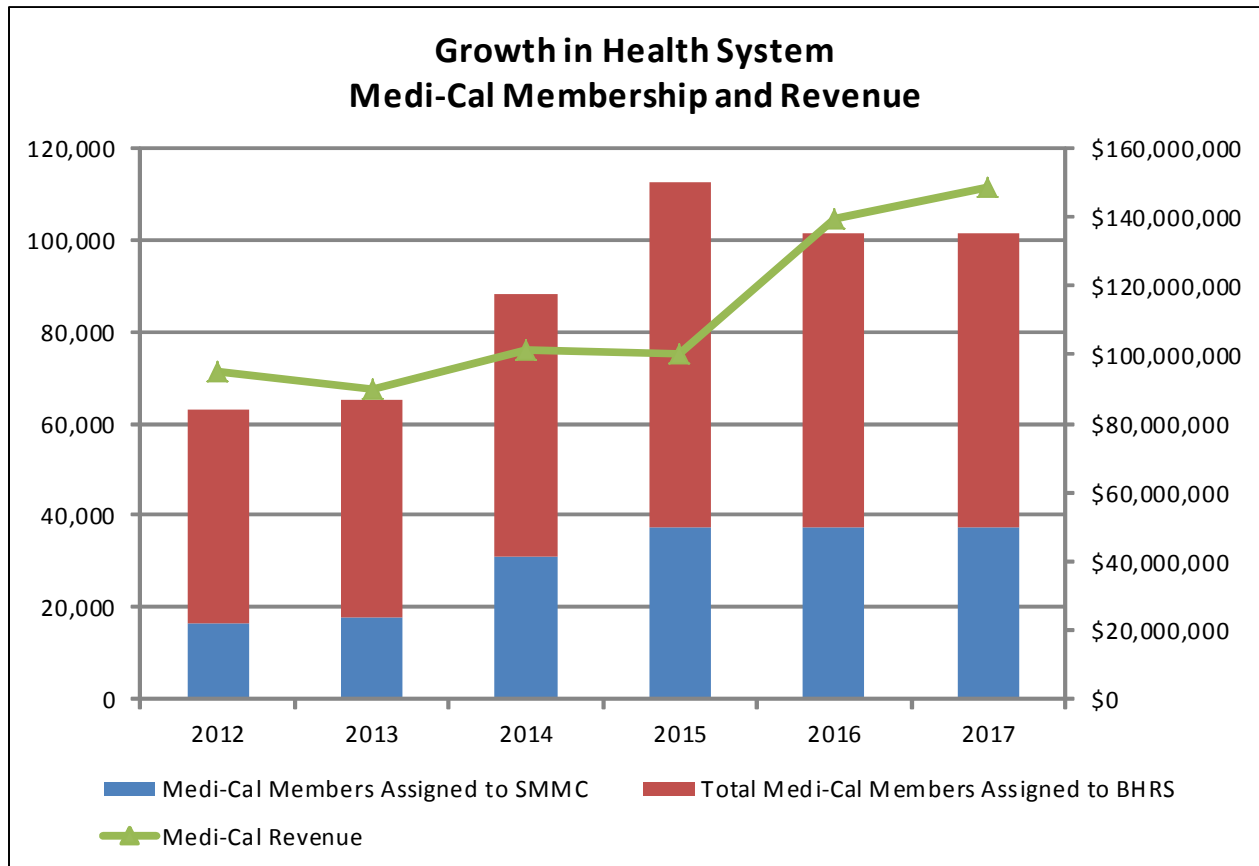
Affordable Care Act

This budget includes \$1.3 billion for the Health System for two years of which \$600 million is for the San Mateo Medical Center (SMMC) Enterprise Fund including a \$106 (\$53 million/year) general fund contribution which remains the same as in FY 2013-14. The implementation of the Affordable Care Act (ACA) in San Mateo County has been a great success. In 2013, there were 83,000 people uninsured in the County, 30,000 of whom were enrolled in the County-funded Access to Care (ACE) program that provides limited benefits from County medical providers including our partners – Ravenswood Health Center and North East Medical Services. The Health System and HSA pre-qualified 10,000 ACE members who were newly eligible for Medi-Cal under the Affordable Care Act, and on January 1, 2014, these 10,000 ACE members were transferred to Medi-Cal. This change gave some of our lowest income residents a wider range of benefits and access to a much larger network of doctors and hospitals.

Despite more choices under Medi-Cal the vast majority our patients have remained with the San Mateo Medical Center (SMMC), and an additional 8,000 new Medi-Cal members have selected or been assigned by the Health Plan of San Mateo to SMMC for their care. SMMC is now responsible for providing medical care to 37,000 Medi-Cal members – 19,000 more than in 2013.

In addition to the expansion of Medi-Cal coverage, the Affordable Care Act also added treatment for moderate mental illness and for substance use as Medi-Cal benefits. In the past, no substance use treatment was available to Medi-Cal beneficiaries, and only people with serious mental illness (defined as schizoaffective disorder, bi-polar disorder, and major depression) qualified for mental health treatment. Our strong partnership with the Health Plan of San Mateo led to the Health Plan contracting with the Health System for all of these behavioral health services for Medi-Cal members. The increased mental health coverage has already made a big difference; the number of County residents able to obtain treatment for moderate mental health issues has increased four-fold.

The increase in Medi-Cal membership has led to an agreement with the Health Plan for capitation payments (per member, per month) for these new patients. This budget reflects these new costs and revenues for SMMC and Behavioral Health to treat increased patient caseloads over the next two years. The “net” of these changes has enabled the Health System to have sufficient funds to cover some of the costs for rebuilding the Cordilleras Center.



In addition to the expansion of Medi-Cal coverage and benefits, the Affordable Care Act also offered uninsured San Mateo County residents with slightly higher incomes subsidized private health insurance through California Covered, the State health insurance exchange. The Health System's Health Coverage Unit and the Human Service Agency collaborated on extensive outreach to all uninsured residents providing them with information about the new health insurance programs. As of May 2015, 63,000 people in the County were enrolled into affordable health insurance coverage, with 31,000 enrolling in Medi-Cal coverage and 32,000 enrolling in subsidized private health insurance through California Covered. In a tribute to our success, the Health System's Health Coverage Unit was recognized as the #1 government enrollment entity in California. In particular I want to thank Srija Srinivasan and Clarisa Simon for their work in making this such a success. I also want to acknowledge Jean Fraser for her leadership in this as well as so many other efforts over the last 6-years.

Public Safety

This budget includes \$789 million in FY 2015-16 and FY 2016-17 for criminal justice departments representing a 9.5 percent increase over the prior budget. This increase is primarily due to the opening of the Maple Street Correctional Center (MSCC) \$39 million, in addition to \$7 million that was added in FY 2014-15 to ramp up staffing; bringing on-line the new Criminal Justice Information (CJI) system, \$20.4 million, and constructing the new Public Safety

Communications/Office of Emergency Services (PSC/OES) Facility, \$33.2 million. These costs are partially offset by increased use of Proposition 172 sales tax and AB 109 revenue.

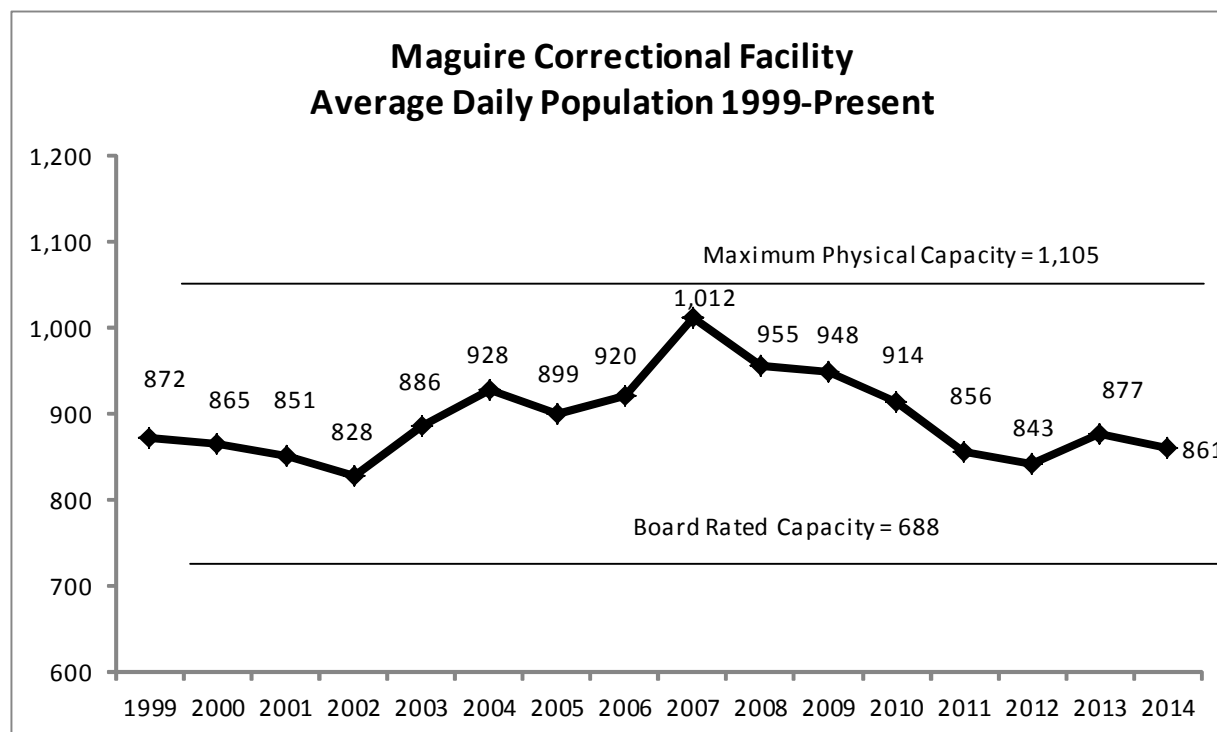
Public safety begins long before the first police officer is hired or the first jail is built. It begins with decent housing, nutritious food, good schools, quality health care and a nurturing family environment. In FY 2013-14 and FY 2014-15, \$522.4 million was allocated for children and family services in San Mateo County. These funds represent an investment in the future by ensuring that children get a good start in life and become productive citizens.

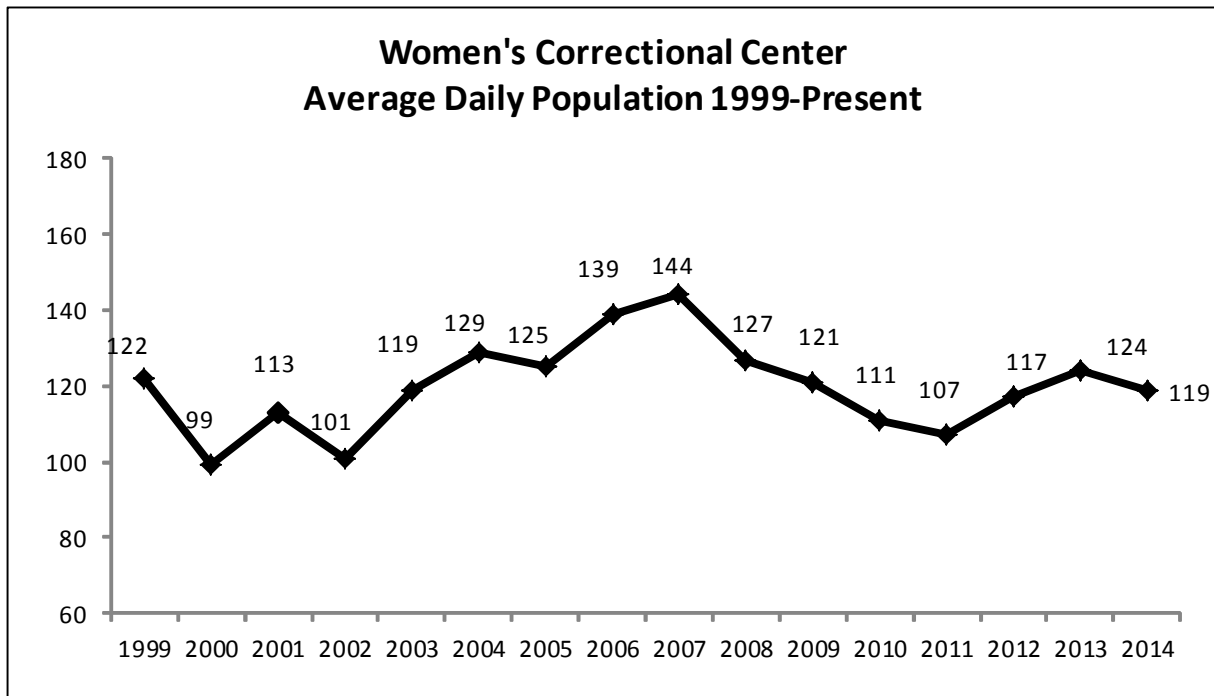
Although our Countywide crime rate is low, there are still too many crimes and too many victims. When an offender comes into the criminal justice system it gives us a unique opportunity and responsibility to intervene in that person's life so that he/she doesn't commit a new crime. The criminal justice system has two aspects – holding people accountable for their actions and providing them the opportunity for rehabilitation.

The construction of the Maple Street Correctional Center will play a pivotal role in both aspects – accountability and rehabilitation. MSCC is expected to be completed late in 2015. Inmates will be phased in during 2016. I want to acknowledge and thank Lt. Deb Bazan for her oversight of this project from inception until her recent retirement.

Staffing for the MSCC will come from a combination of new hires, shifting of existing staff from facilities to be closed and absorbing current Jail Planning staff. Training for correctional staff will start in September 2015 and for various user groups in February 2016.

The passage of Proposition 47 in November requiring some crimes previously charged as felonies to be charged as misdemeanors has reduced the adult census in the jails. In June 2016, the staffing levels at both Maguire and MSCC will be reevaluated as a result of these trends.





The lowered census enabled the Sheriff to recommend closing the “Old” Maguire Facility and building out the “warm shell” at MSCC thereby reducing the overall jail capacity by 140 beds. As a result more inmates will have the opportunity to participate in rehabilitation services in order to successfully re-enter community life.

Despite limited rehabilitation space in the existing jails the Community Corrections Partnership has had success in lowering the recidivism rate to 30 percent, which is the current goal of the Partnership. The Partnership will work to sustain or further reduce the recidivism rate in the next two years. If successful, future criminal justice costs can be reduced, and the community will be safer.

Capital and Maintenance Projects

Investing in the future requires the infrastructure necessary to deliver services. The Capital Budget for the next two-years is \$278 million. The major projects funded in this budget are:

Maple Street Corrections Center — \$165 million

The project was funded with lease/revenue bonds issued by the San Mateo County Joint Powers Financing Authority and is not included in the FY 2015-17 Capital budget. Debt service will commence beginning FY 2016-17. The project is due to be completed in November and is within budget. In April, the Board decided to buildout the “warm shell” space at an additional estimated cost of \$25.6 million.

Cordilleras Mental Health Center — \$85 million

On November 18, 2014, the Board of Supervisors accepted the Feasibility Study for the replacement of the facility. The Department of Public Works (DPW) retained HGA Architects for the development of design bridging documents. The Health System is confirming the programming with the stakeholders as part of the ongoing development of the bridging documents. Site investigations are underway to meet the CEQA requirements and identify accessible non-intrusive areas for geo-tech testing. The new facility is projected for completion by FY 2019-20.

Public Safety Communications/OES Facility — \$35 million

On November 18, 2014, the Board of Supervisors approved bridging documents prepared by MWA Architects and directed DPW to proceed with issuing Requests for Qualifications and Proposals (RFQ-P) as required by SB785. On April 14, 2015 the Board approved the CEQA document for the facility and the new Motor Pool sites. Work is in progress and efforts are continuing to expedite the relocation of the Motor Pool from the County Government Center to Grant Yard by late summer 2015. The new building is projected to be completed by fall 2017.

Animal Control Shelter — \$20 million

The project will include demolition, site preparation, utilities, infrastructure, parking, and landscaping. Public Works is scheduled to complete bridging documents by summer 2015 and is currently working with the CEQA consultant to meet the environmental requirements. The County has an agreement with the cities to repay their share of the capital costs related to this project.

Skylonda Fire Station Replacement — \$8.1 million

The project will consolidate the functions and operations of two existing structures into a single building. A new primary vehicular access connection will be provided on Skyline Boulevard to facilitate improved traffic sightlines and vehicle turning movements. DPW has completed bridging documents and an RFQ has been issued for Design Build entities.

Pescadero Fire Station Replacement — \$8 million

This project involves demolishing and replacing the existing building but does not include the cost of land if a new site is required, nor significant earthwork. The project design is on hold pending the outcome of the ongoing community engagement process and further investigation of possible sites. Public Works continues to assist the County Manager's Office with these efforts.

County Facilities Master Plan — \$2.7 million

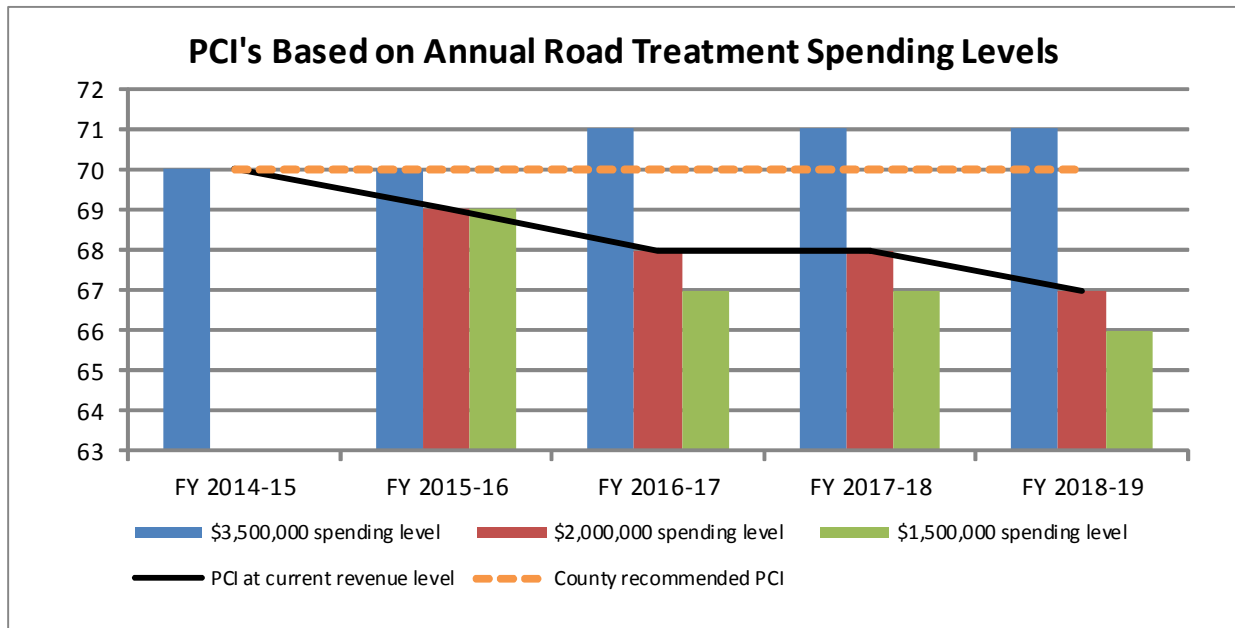
The "San Mateo County 2011 Facility Master Plan" (Master Plan) was adopted by the Board as a road map toward coordinated and sustainable use of County facilities. The intent of the Master Plan is to promote efficiency in the use of County owned property and facilities, keeping in mind the need to maintain satellite facilities throughout the County to serve our residents.

Over the next two years, the remaining Master Plan funds will be used for detailed evaluations and studies of the options presented in the Master Plan, e.g., a feasibility study to validate assumptions made in the Master Plan for the new Government Center Parking Garage. After the Board provides further direction late this summer regarding the use and potential development of the Government Center, DPW will pursue detailed planning regarding major renovations and/or new buildings on this campus.

Roads — \$8 million

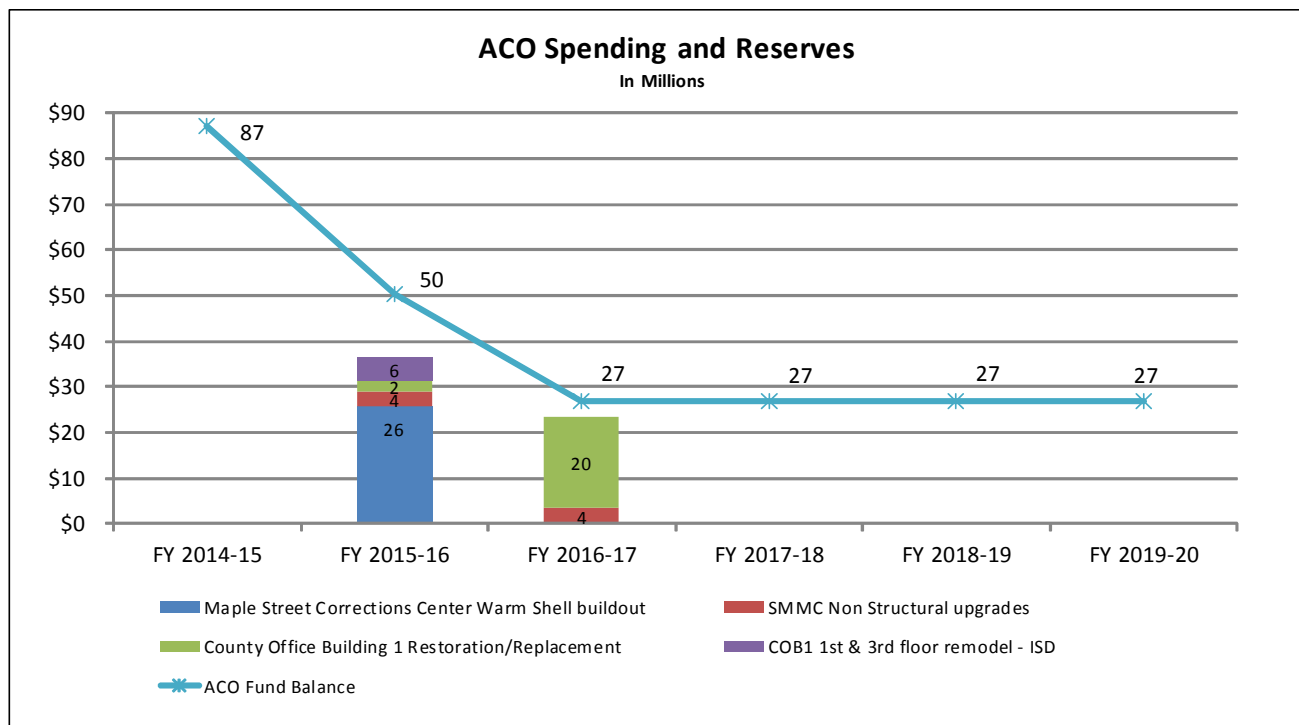
The County maintains approximately 315 miles of roads in the unincorporated area and relies on Highway Use Taxes to fund road maintenance and improvements. The purchasing power of the Highway Use Taxes has been reduced due to the improved fuel economy of cars and trucks resulting in reduced tax revenue and the increased cost of road improvements.

The County plans on investing approximately \$4 million per year in road surfacing and reconstruction improvement projects, \$3.5 million of which would be targeted at surface treatments recommended by the County's Pavement Management System. The budget includes about \$1.8 million per year in Highway Use Taxes. As a result, Public Works will begin spending down the \$3.2 million Road Fund reserves to maintain the pavement condition at current levels. The attached graph depicts the decline in Pavement Condition Indexes over time based on different spending levels for road treatments, absent new revenue streams that would supplement gas taxes.



Accumulated Capital Outlay Fund

In May of 2014, the County sold the Circle Star Plaza office complex. After paying commissions and other fees, approximately \$87 million was deposited into the Accumulated Capital Outlay (ACO) Fund. Several projects are slated for funding from the ACO Fund in the next two years, which will draw down the balance to just under \$27 million by FY 2016-17.



Major IT Projects

Yogi Berra once said, "The future isn't what it used to be." Today, infrastructure involves more than "bricks and mortar." To be successful in the future County government must use technology to better communicate with citizens and employees, provide more on-line services and improve performance analytical capabilities. This requires not only substantial initial investments in hardware and software but also on-going maintenance and update costs.

This budget includes \$61.4 million in technology related costs in the next two years. The following is an update on the status of major IT projects, including total project costs:

Workday — \$14 million

The Workday project is complete and went live on April 3, 2015. The project finished on time and under budget. Accordingly, no funds are budgeted in FYs 2015-17. The County has successfully processed four payroll cycles using Workday with no significant issues. The project replaced the County's 25-year old mainframe application and consolidated a number of standalone Human Resource processes. Workday Performance Management functionality will be used later this year to support the County's Performance Management System (CPMS) process. San Mateo County is the first County in California to configure this cloud-based application.

Assessment and Property Tax System (ATS) — \$2.9 million (through August, 2015)

In 2014 the Assessor's Office, Tax Collector's Office, Controller's Office and the Information Services Department partnered to begin the process of replacing the old assessment and tax payment systems. Gartner Consulting was selected to help define the system requirements, documenting our processes and requirements, and assisting in the development of an RFP for the long-term solution. This first phase, documenting current system(s) processes among the three departments has been completed. The second phase, now underway, will define future needs for an integrated ATS solution. The third phase will be a market scan of potential solutions that could meet the needs of the three departments and will end with a solution strategy and roadmap. The last phases will finalize requirements and costs, develop an RFP, and select a vendor or vendors by the end of 2015.

Criminal Justice Information (CJI) — \$20.4 million

The Sheriff's Office and District Attorney's Office have completed implementation of their case management systems. These two systems are now exchanging data. The Courts and Probation case management projects are also underway. Currently the CJI project is over 50% complete and the project budget is in alignment with the 5-year budget developed by the CJIS Finance Committee during the fall of 2013. This budget includes \$8 million in implementation costs for Probation, \$2 million in startup costs for the web portal and approximately \$1.1 in departmental operational costs.

In 2015, the County engaged an independent consulting firm - MTG Management Consultants, LLC - to review CJI one-time costs, on-going operational costs, etc. After review, MTG concluded that the CJI project was progressing well. The report recommended that the County accelerate the implementation of the new CJI portal to reduce operational costs resulting from staff support of both the old CJIS System and the new CJI system while development is underway. The CJI Steering Committee (ISD, CMO, DA, Probation, Courts, and SO) supported that recommendation. The projected timeframe to complete the web Portal is November 2015. The selection of a vendor to implement the Portal is currently underway.

Clarity System — \$1 million

The Clarity Human Services System was implemented in 2014 to create a shared performance management system for the County's Core Service Agencies and Homeless Service Providers. This enhanced system, which now contains over 30,000 client records, allows cross agency sharing of client information regarding who receives services from the County's homeless and safety net system and provides a streamlined assessment process to improve the clients' experience. The Clarity system also provides comprehensive demographic data and performance reports which will

inform County departments and contracted service providers on trends in service needs, the population seeking services, frequency and type of services provided and performance outcomes.

In July 2014, the eight Core Service Agencies transitioned from their individual agency databases into a single web based system. This required a large investment of time from the staff of the Core Service Agencies. The County is grateful for their thoughtful participation.

In November 2014, the 12 Homeless Service Providers transitioned from the previous Homeless Management Information System (HMIS) to the Clarity System's HMIS module. The conversion of data from the old HMIS system to the new Clarity HMIS system resulted in duplicate client records that are now being cleaned up. The merging of client records will allow the County and the Homeless Service Providers to do a better job in meeting a client's service needs and achieve permanent housing.

Conclusion

As always I want to thank the staff of the County Manager's Office for their dedication and hard work in the preparation of this document – specifically I want to acknowledge Jim Saco, Reyna Farrales, Peggy Jensen, Mike Callagy, Danielle Lee, Heather Ledesma, Michael Bolander, Jessica Silverberg, Matthew Chidester, Mary-Claire Katz, Jason Escareno, Alicia Garcia, Michelle Durand, Connie Juarez-Diroll and Kim Hurst. I also want to thank the County's department heads and all the men and women of San Mateo County who work so hard each and everyday to make this County a better place for everyone.

We are at a critical time in our Nation's and in our County's histories. The central question facing us is – Can democracy survive the growing income gap between the wealthy and everyone else? The stability of our system of government has depended on a vibrant middle class, but as the types of jobs that once supported the middle class disappear we are left with a bi-model distribution of jobs and incomes – knowledge workers and service workers. The disparity in incomes is exacerbated in this County by the high cost of housing. The Federal poverty level for a family of four in San Mateo County is \$33,000. The average salary of a first-year teacher is \$39,972. If a first-year teacher cannot afford to live in this County what about other workers making even less than a teacher's salary? These workers perform jobs that are critical to our families and critical to our economy. They contribute immensely to our quality of life. Yet we are asking them to subsidize us in one of three ways – (1) live in substandard housing, (2) pay a disproportionate share of their incomes toward housing, or (3) commute long distances to work. This isn't right. We can do better. We must do better!

Although this budget refocuses our efforts on the homeless, foster care and childcare, the work that the Board will undertake with the Blue Ribbon Commissions on Affordable Housing and Minimum Wage is critical to achieving a community with more broadly shared prosperity that works for all residents.

Robert Kennedy once said,

"The future doesn't belong to those who are content with today, apathetic toward common problems and their fellow man alike, timid and fearful in the face of new ideas and projects. Rather it belongs to those who can blend vision, reason and courage."

It will take the combined leadership of the Board of Supervisors, City Councils, School Boards, organized labor, and the faith, not-for-profit and business communities to achieve this vision. Most of all it will take the entire community seeing one another as neighbors with whom they share a place and time and whose success and wellbeing is critical to their own.

The living political experiment in self-government we call "America" is a work in progress. Each generation is called upon to make this a better place for the next generation. The faces that make up our communities are constantly changing as the "American Dream" draws new people to its promise of freedom and opportunity.

Here in San Mateo County we are at a cross roads – we can allow our community to become a wealthy enclave increasingly isolated from the real problems and issues of the less affluent or we can work together to achieve the themes of Shared Vision 2025 – for San Mateo County to be a healthy, livable, prosperous, environmentally conscious and collaborative community for everyone.

If the promise of the “American Dream” can’t be realized in San Mateo County – one of the wealthiest counties in the Country, during an unprecedented economic boom, with people known for their innovation and entrepreneur skills where can it be realized?

It has been an honor and privilege to be asked to return as your County Manager. I am absolutely convinced that we can do the things that are necessary to keep this a vibrant, prosperous, multi-cultural community that works for everyone and where everyone has the opportunity to succeed. This budget lays a strong foundation to restore the “American Dream” in San Mateo County and in so doing show the rest of the Country what can be done when people of differing political philosophies, races and creeds work together in pursuit of the common good. I look forward to beginning this journey with you!

Sincerely,



John L. Maltbie,
County Manager



SHARED VISION 2025

Our shared vision for 2025 is for a healthy and safe, prosperous, livable, environmentally conscious, and collaborative community.

Shared Vision 2025 reflects the goals and priorities for the San Mateo County community expressed during a series of public meetings and surveys. The "community outcomes" — healthy and safe, livable, prosperous, environmentally conscious and collaborative — provide a foundation for sound decision-making. Focusing on the Shared Vision 2025 goals and priorities places an emphasis on what's best for all of San Mateo County today and in the years to come. On January 29, 2013 the Board of Supervisors adopted nine **Community Impact Goals** and preliminary community indicators, to begin building performance dashboards that will be used to align employee goals and track the performance of County programs and services toward achieving Shared Vision 2025 goals.

HEALTHY AND SAFE COMMUNITY



Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services.

- Reduce crime
- Increase life expectancy

PROSPEROUS COMMUNITY



Our economic strategy fosters innovation in all sectors, creates jobs, builds community and educational opportunities for all residents.

- Improve affordability of housing and basic needs
- Close education achievement gaps

LIVABLE COMMUNITY



Our growth occurs near transit, promotes affordable, livable connected communities.

- Make transit accessible
- Increase community engagement

ENVIRONMENTALLY CONSCIOUS COMMUNITY



Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

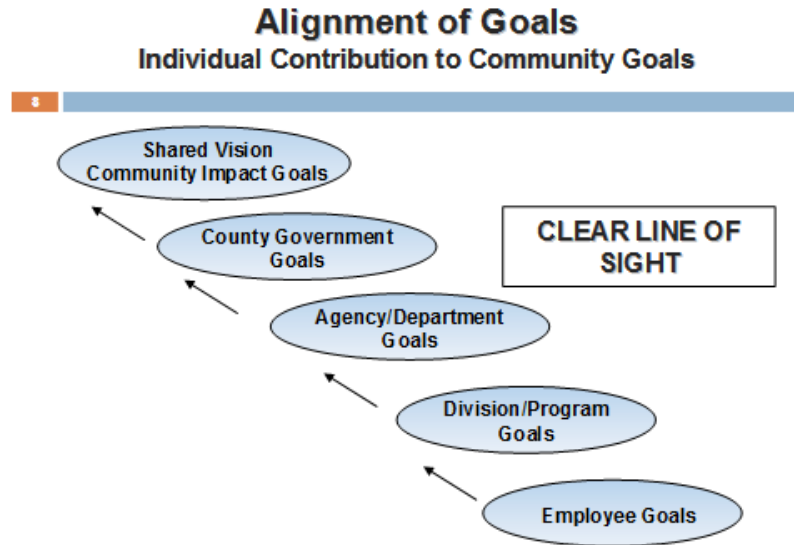
- Reduce greenhouse gas emissions
- Conserve and protect natural resources

COLLABORATIVE COMMUNITY



Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

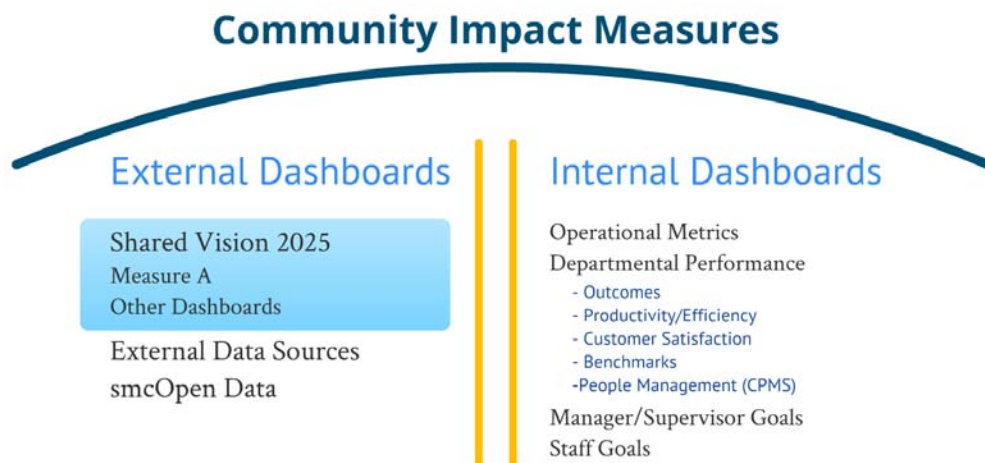
- Open, responsive, and effective government



To make Shared Vision 2025 a reality, we need to create a clear line of sight that connects our individual contributions to the most important goals in the community. The County Manager's Office continues to work together with departments to foster a performance management culture that:

- Aligns employee goals with Shared Vision 2025 community impact goals;
- Measures outcomes and the most productive use of public resources;
- Uses evidence and data to make better operational and strategic decisions;
- Engages employees and other stakeholders to continuously improve performance; and
- Uses benchmarks to compare performance and learn from peers in other organizations.

SMC Performance Dashboards
<https://performance.smcgov.org>



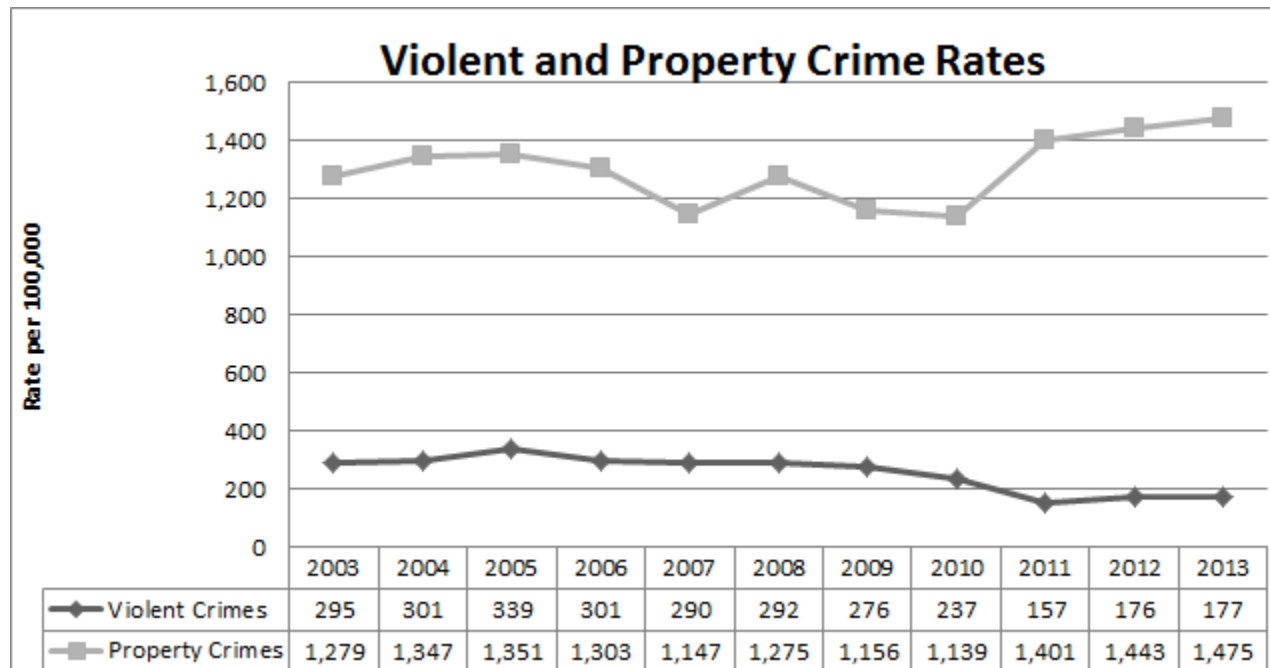


HEALTHY AND SAFE COMMUNITY

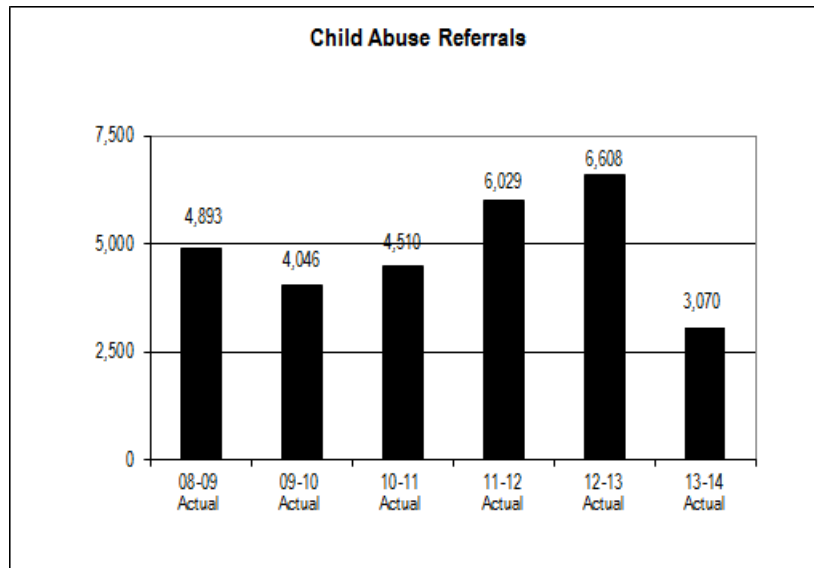
Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services.

Community Impact Goals:

1. Reduce crime
2. Increase life expectancy



Source: Department of Justice



Source: Human Services Agency

Major Initiatives to Reduce Crime and Recidivism:

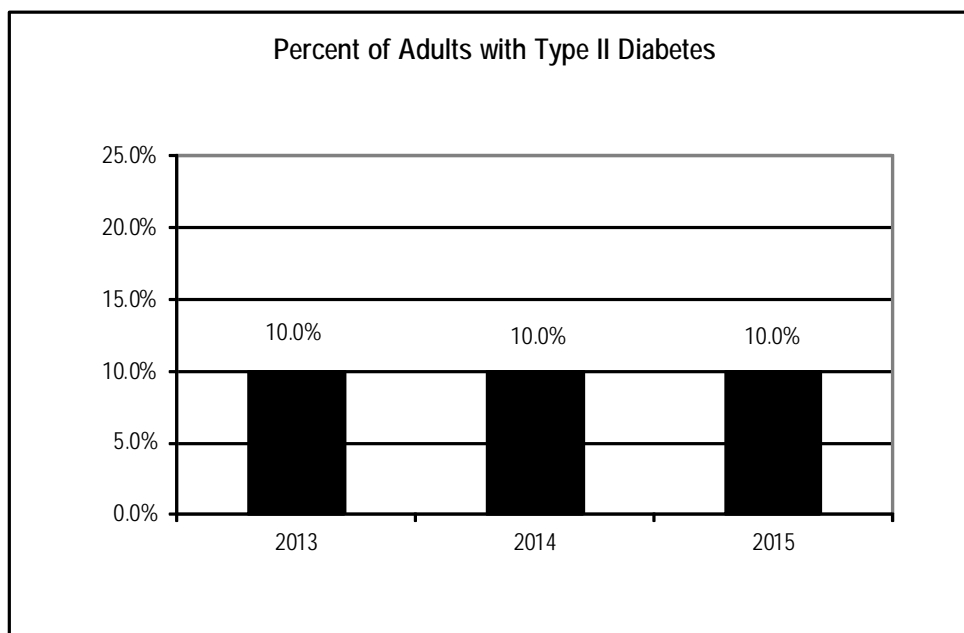
- Support formerly incarcerated individuals in the community so they can become self-sufficient with stable housing, basic needs, employment and healthcare
- Collaborate with community partners to provide effective supervision for medium and high risk AB109 supervisees
- Place eligible offenders in appropriate alternatives to custody in a timely manner
- Track and measure outcomes to ensure continued reduction in recidivism
- Target prevention and early intervention strategies in high violent crime rate areas
- Utilize technology within the community to more quickly solve crimes
- Invest in assessments of at-risk families
- Identify ways to more aggressively intervene in mental health cases
- Educate and engage residents in programs to keep their neighborhoods safe
- Ensure school safety and reduce truancy through mental health services, stakeholder outreach and collaboration, and teacher and parent education
- Target prevention and early intervention strategies in areas with higher rates of child abuse and out of home placements
- Address the complex needs of commercially sexually exploited children
- Increase coordination of health care for children and youth in foster care
- Expand Family Resource Centers to prevent child maltreatment
- Provide trauma-informed therapy for all victims of child abuse

Key Performance Measures	FY 2013-14 Actual	FY 2013-14- Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<i>Public Safety Dispatch:</i> High Priority calls dispatched within established timeframes	84%	79%	77%	80%	80%
<i>Sheriff Patrol:</i> Average Response Time – Urban / Rural	5:35 / 12:25	5:00 / 11:00	5:00 / 12:00	5:00 / 11:00	5:00 / 11:00
<i>Adult Services (Probation):</i> Percent of adult probationers completing probation without new sustained law violation					
- SMC Probation	63%	69%	63%	69%	69%
- Chief Probation Officers of CA	69%	69%	69%	69%	69%
Percent of realignment offenders without new felony law violations	73%	72%	70%	70%	70%
<i>Probation:</i> Offenders successfully completing an evidence-based program during the term of probation supervision	---	---	64%	65%	65%
<i>Juvenile Hall (Probation):</i> Percent of youth remaining out of custody for 6 months upon being transitioned to the community	---	70%	70%	70%	70%
<i>Children & Family Services (HSA):</i> Rate of child abuse reports per 1,000 children and rate of substantiated allegations per 1,000 children	36.6/2.4	30.7/2.7	29.3/2.4	30.7/2.4	30.7/2.4
<i>Children & Family Services (HSA):</i> Reunification of children to the parent/guardian within 12 months of removal from home	66.7%	72.5%	75%	75.2%	75.2%

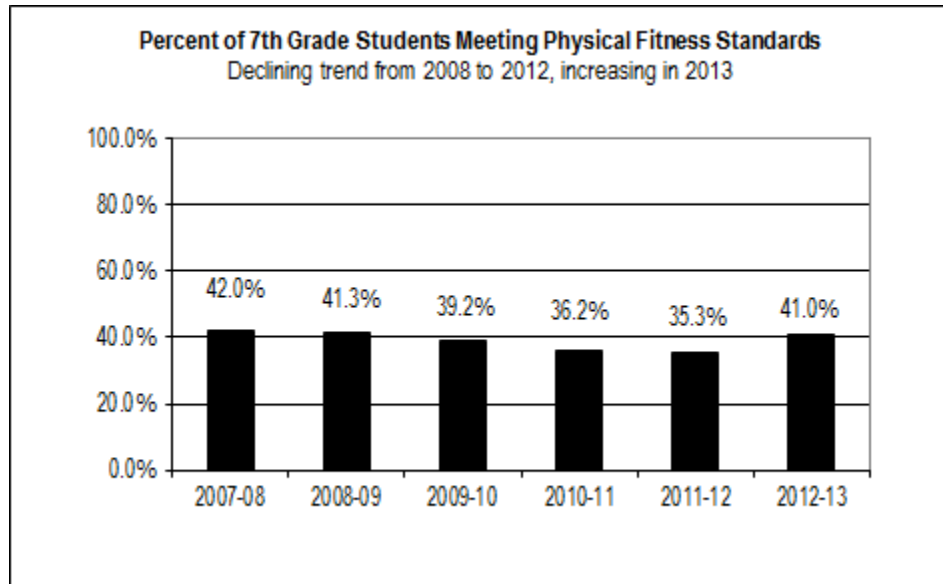
**LIFE EXPECTANCY BY RACE / ETHNICITY
FOR SMC RESIDENTS**

Year	Overall	Hispanic	White	Black	Asian	Pacific Islander
2012	82.3	87.4	82.1	75.5	89.1	77.6
2013	81.1	84.2	86.1	83.1	75.6	76.8

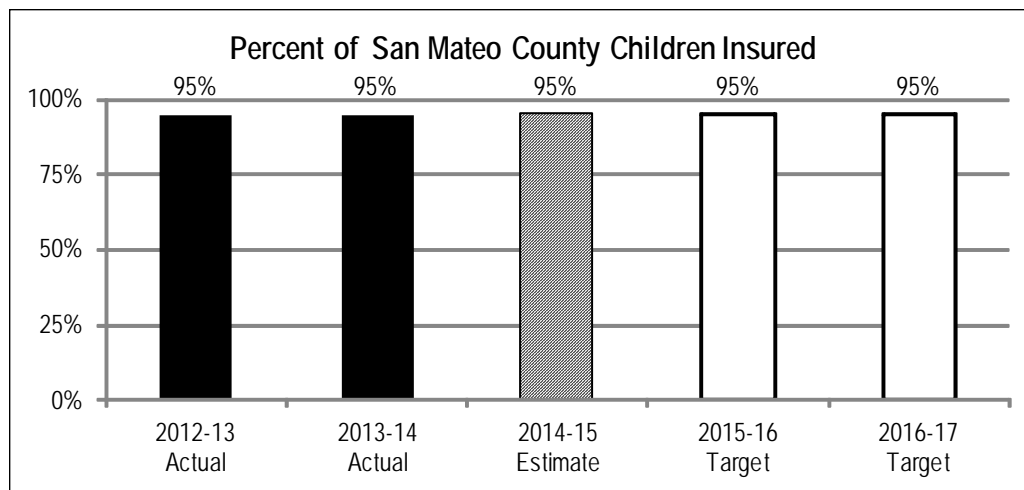
Source: Health System



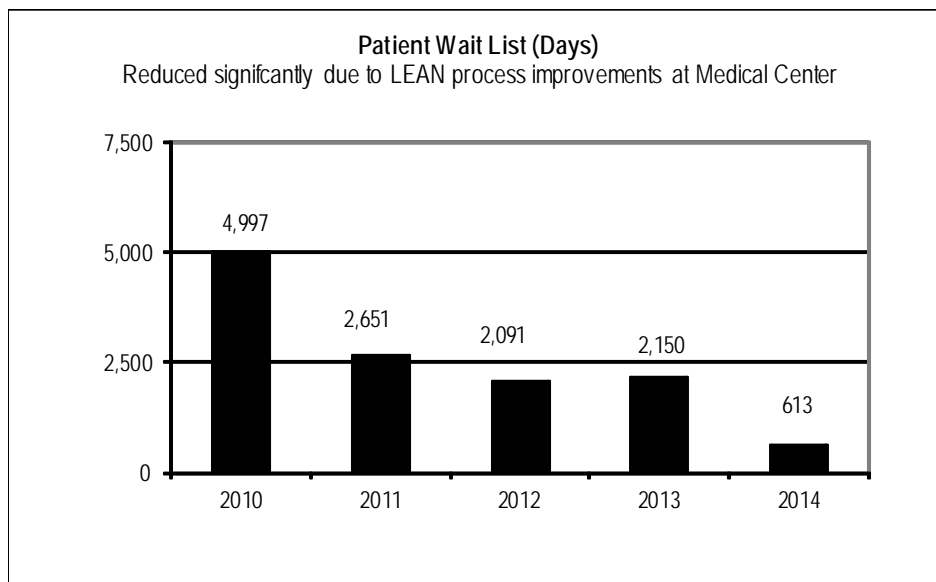
Source: Health System



Source: Health System



Source: Health System / Human Services Agency



Source: Health System - San Mateo Medical Center

Major Initiatives to Improve Access to Healthcare and Increase Life Expectancy:

- Make improvements in communities with life expectancies below the county average
- Provide culturally responsive services to race and ethnic groups with life expectancies below the county average
- Enhance mental health support for youth and adults, including prevention and early intervention services
- Keep children and adults at home and out of institutions
- Rebuild Cordilleras for the 21st Century
- Support enrollment and retention of health coverage, including Medi-Cal, Covered California health plans, Healthy Kids, and Access to Care for Everyone (ACE)
- Sustain our successes as one of only three counties in California with universal health coverage for children, and achieving an insurance coverage rate for children of 95%
- Continue outreach and assistance to connect low-income residents to health coverage
- Promote physical fitness of our youth in areas with high rates of obesity and students who do not meet physical fitness standards
- Make the healthy choice the easiest choice through policy changes on sugar-loaded drinks and healthy transportation
- Assess the proximity of parks and open space to schools and neighborhoods

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<i>Family Health Services:</i> Percent of low-income children up-to-date on immunizations at age two	89%	90%	94%	90%	90%
<i>San Mateo Medical Center:</i> Percentage of eligible patients (seen at least twice in a clinic within a year) who are assigned to a Primary Care Provider	97%	97%	97%	98%	98%
<i>Public Health:</i> Percent of patients with HIV viral load of less than 50	93%	90%	90%	90%	90%
<i>Alcohol and Other Drug Services:</i> Percent clients who report abstinence from alcohol and other drug use at discharge	55.7%	55%	50%	55%	55%
<i>Health Policy and Planning:</i> Percent of San Mateo County cities with adopted Complete Streets policies/resolutions	---	50%	50%	75%	85%

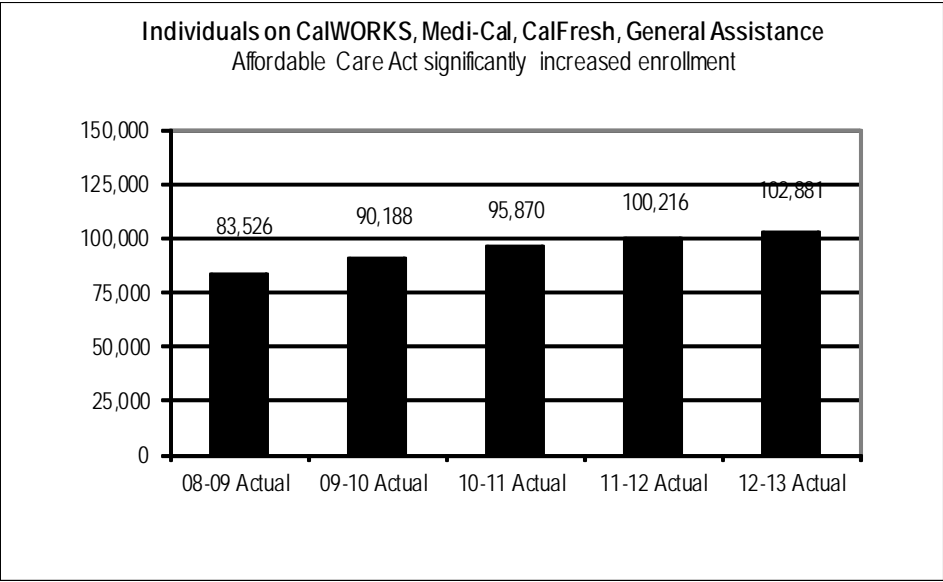


PROSPEROUS COMMUNITY

Our economic strategy fosters innovation in all sectors, creates jobs, builds community and educational opportunities for all residents.

Community Impact Goals:

- 1. Improve affordability of housing and basic needs
- 2. Close education achievement gaps



Source: Human Services Agency

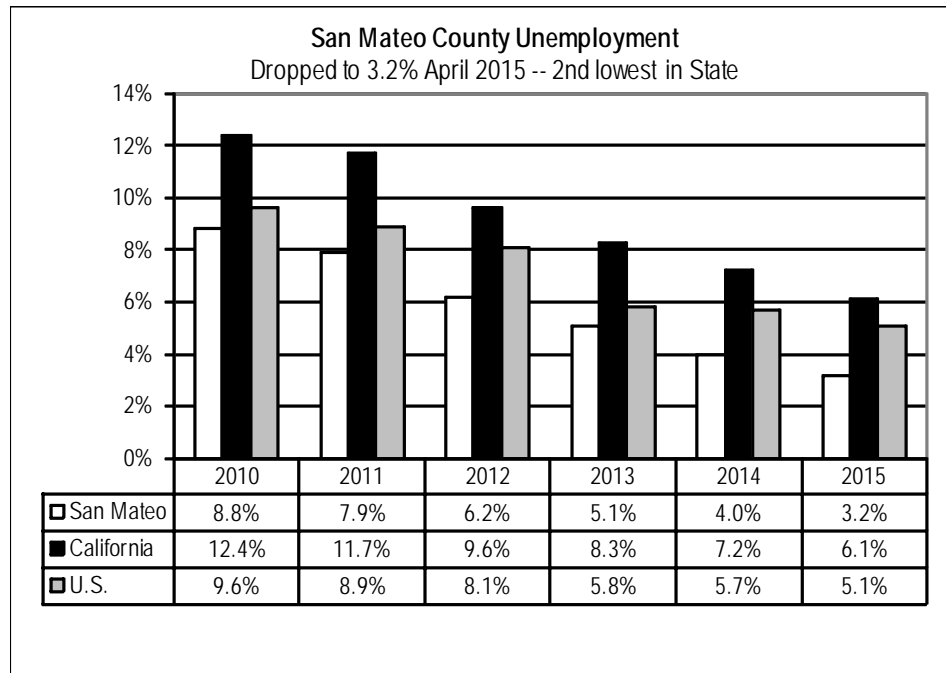
<i>First-time Buyer Housing Affordability Index by Region</i>	<i>1st Quarter 2014</i>	<i>1st Quarter 2015</i>
United States	78%	77%
California	56%	55%
SF Bay Area	47%	45%
Alameda	46%	44%
Contra Costa	48%	43%
Marin	31%	38%
Napa	52%	58%
Santa Clara	46%	44%
San Francisco	34%	27%
San Mateo County	34%	29%
Solano	73%	69%
Sonoma	53%	54%

Source: CA Association of Realtors www.car.org

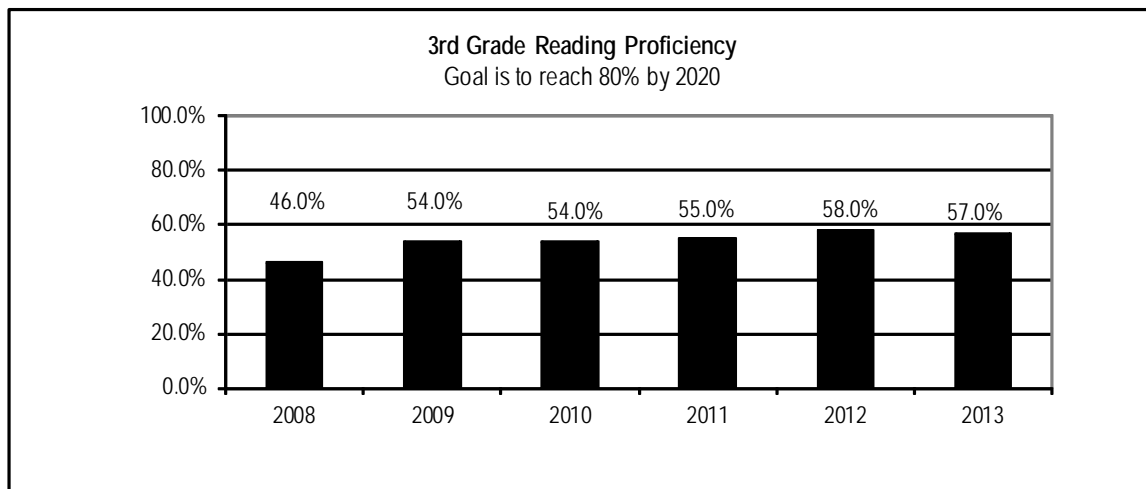
Major Initiatives to Improve Affordability:

- Address the housing needs of low-income residents who spend more than 30% of their income on housing or have mental health and/or medical needs for supported housing and board and care placements
- Provide supportive housing for older foster youth who are transitioning to independence
- Explore a pilot rapid rehousing program
- Stimulate new affordable housing projects by working directly with partners through development funding (Affordable Housing Fund)
- Identify opportunities to support residents aging in place
- Explore the impacts of living wage and rent control ordinances
- Provide employment opportunities, services and resources for individuals and families seeking employment or training to move into industries with higher wages
- Continue the Employability Improvement Program (EIP) for clients to leverage counseling and job-supervision resources
- Connect unemployed residents with local businesses through job search support, interview preparation, apprenticeships and training and work experience
- Pursue partnerships with regional employers to create job opportunities for clients
- Help individuals with significant barriers gain and maintain employment
- Help low-income residents meet their basic needs through safety net services
- Determine strategies for handling the limited supply of affordable housing and the high cost of living, which remain a challenge for low-income families
- Prevent and address homelessness, and provide support towards stability and self-sufficiency for low-income and vulnerable populations including those released from jail, discharged from the hospital and other institutions, emancipating foster youth, veterans, immigrants, older adults, individuals with disabilities and victims of violence
- Assess safety net needs in the county

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<i>Child Support Services:</i> Percent of Current Support Collected	67%	68%	69%	68%	68%
<i>Housing & Community Development:</i> Number of households benefitting directly from County-administered loans and grants for home purchase, repair, rehabilitation or new construction.	537	427	350	350	350
<i>Housing Authority:</i> Percent of individuals and families through Provider Based Assistance (PBA) program	38%	42%	40%	45%	45%
<i>Housing Authority:</i> Number of families (new in FY2013-14, and cumulative) exiting housing subsidy programs due to greater self-sufficiency, such as homeownership or income above qualifying limit.	44	114	154	194	234
<i>Homeless and Safety Net Services (HSA):</i> Percent of clients in homeless transitional shelters that are connected to mainstream services and benefits.	78%	84%	80%	80%	80%



Source: <http://www.calmis.ca.gov/file/1fmonth/countyur-400c.pdf>



Source: County Office of Education

Major Initiatives to Close Achievement Gaps:

- Improve access to and quality of early childhood education focused in school districts that are below the goal of 80% of students meeting third grade reading standards
- Collaborate with community partners on early childhood education and achievement
- Continue summer learning opportunities that enable children to maintain their academic and developmental gains
- Reduce truancy and improve school attendance and academic performance
- Encourage youth to participate in local government and community organizations to promote leadership and positive development

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<i>Measure A – Summer Reading Programs:</i> Number of participants / completion rates	19,009 / 44%	36,761 / 39%	45,369 / 31%	45,000 / 60%	48,000 / 60%
<i>Child Care (HSA):</i> Percent of preschool aged children assisted with child care that enroll in licensed early childhood education providers	55%	60%	59%	60%	62%
<i>Vocational Rehabilitation Services (HSA):</i> Percent of clients served in vocational programs securing employment	46%	60%	55%	55%	55%
<i>Employment Services (HSA):</i> Percent of placements in unsubsidized employment	31%	30%	35%	37%	38%
<i>Community Capacity (HSA):</i> Percent of Service Connect participants in the 550Jobs! program securing employment	--	87%	55%	55%	55%

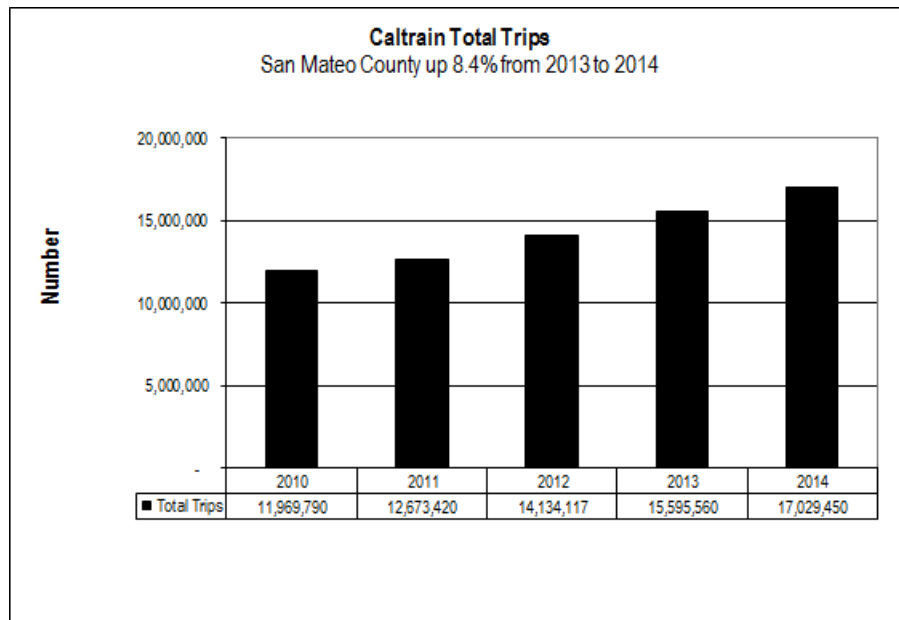


LIVABLE COMMUNITY

Our growth occurs near transit, promotes affordable, livable connected communities.

Community Impact Goals:

1. Make transit accessible
2. Increase community engagement

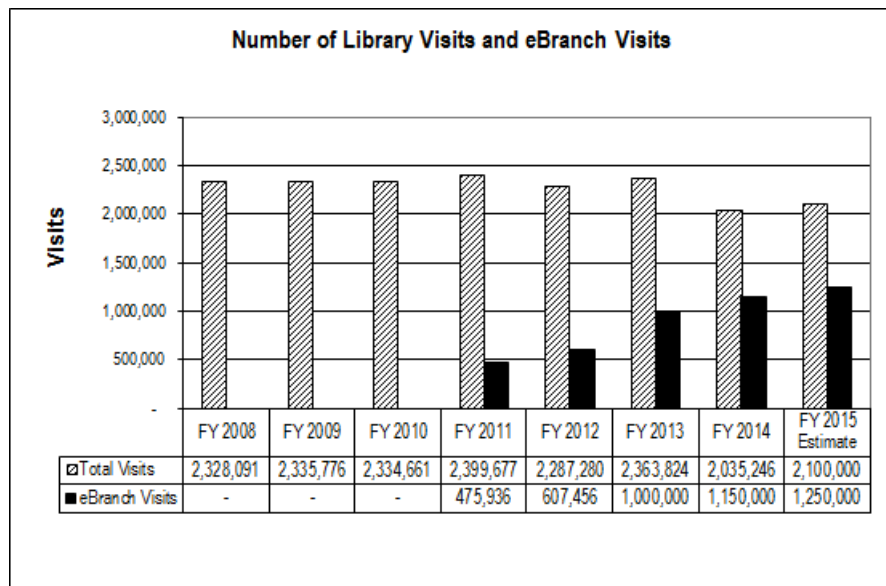


Source: February Caltrain Annual Passenger Counts Key Findings 2009-2013
www.caltrain.com/about/statsandreports/Ridership.html

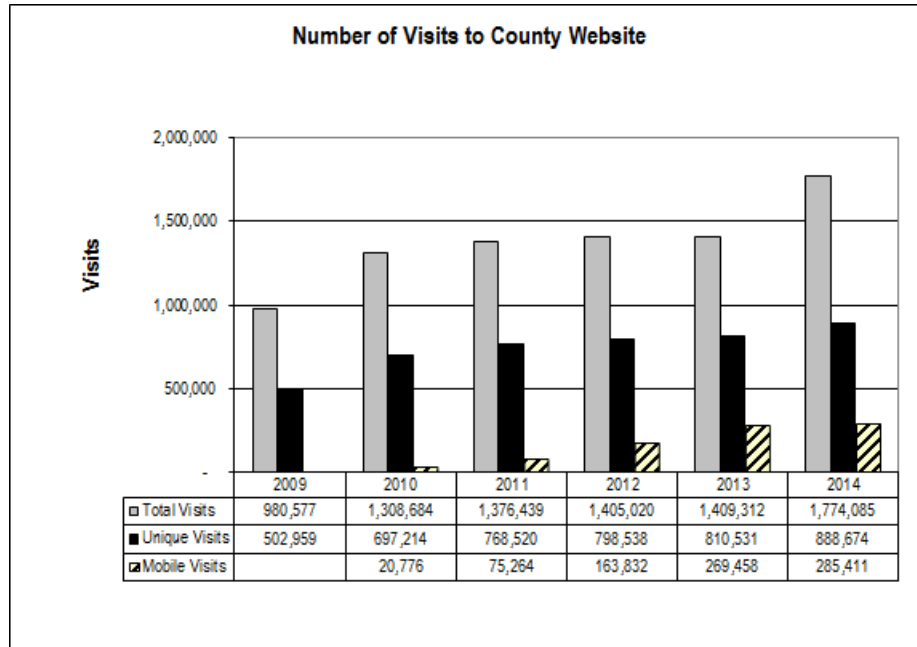
Major Initiatives to Make Transit Accessible:

- Maintain and increase public transportation options and reduce congestion
- Support healthy commutes including biking and public transit for residents and employees
- Support access to public transportation for older adults and individuals with disabilities
- Support bicycle and pedestrian safety

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Paratransit Customers (SamTrans): Zero trip denials for Paratransit customers	304,425	309,651	312,747	315,000	315,000
Commute Alternatives Program (Public Works): Average monthly number of County employees using transit tickets	1,117	940	1,400	1,100	1,100



Source: San Mateo County Library Joint Powers Authority



Source: County Manager's Office / Information Services Department

Major Initiatives to Increase Livability and Community Engagement:

- Increase opportunities for citizen participation in community decisions
- Evaluate existing and alternative voting systems
- Complete and implement the Parks Strategic Master Plan
- Expand programs focused on youth, health and environmental literacy
- Increase access to County Parks through transportation alternatives
- Establish volunteer stewardship corps
- Apply a business approach to park management to increase revenue streams
- Increase library programs and services that support the literacy, health and economic needs of all residents
- Improve and expand public access to technology and online experiences
- Cultivate increased involvement and advocacy in support of library services
- Deliver library collections that reflect the diverse interests of the community
- Support facility improvements that promote learning, creativity and community pride

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<i>Measure A - Homeless Outreach Teams (HSA):</i> Homeless individuals on HOT list who successfully transition to permanent housing solutions (including reunification with family members)	---	18	45 (cumulative)	60	75
<i>Volunteer Hours (Parks):</i> Number of annual volunteer hours	33,066	27,900	24,000	31,500	32,000
<i>Road Construction and Operations (Public Works):</i> Percent of maintained miles with Pavement Condition Index greater than baseline: 55 for Primary Roads / 40 for Secondary Roads	93% / 85%	94% / 85%	93% / 86%	85% / 80%	85% / 80%

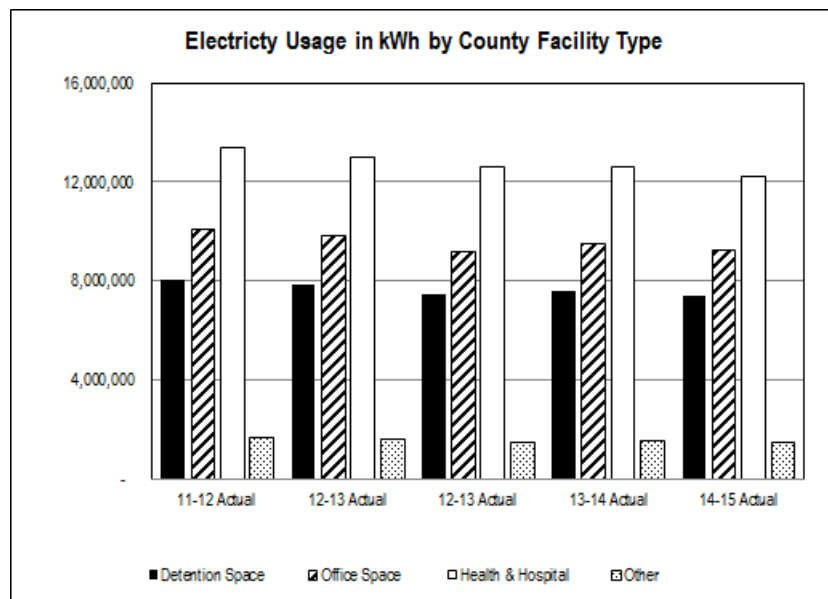


ENVIRONMENTALLY CONSCIOUS COMMUNITY

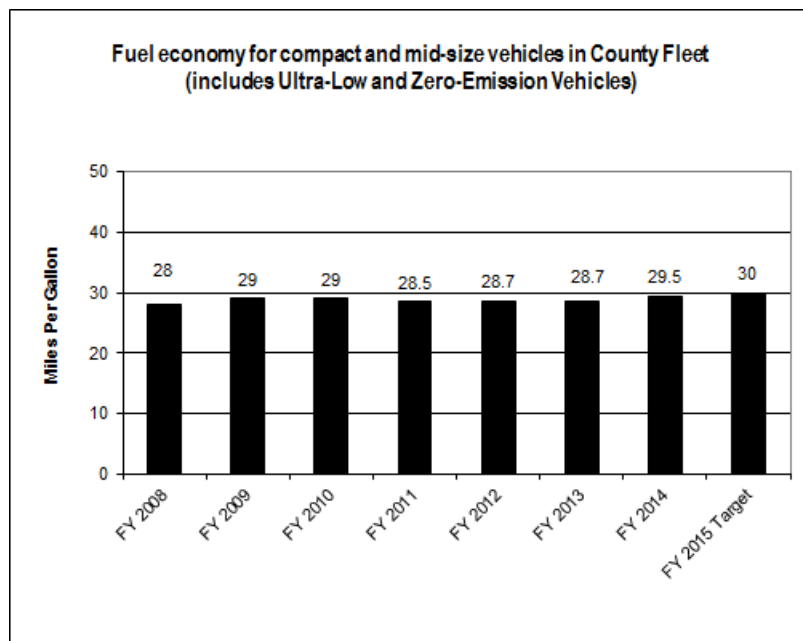
Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

Community Impact Goals:

1. Reduce greenhouse gas emissions
2. Conserve and protect natural resources



Source: Public Works - Facilities Maintenance

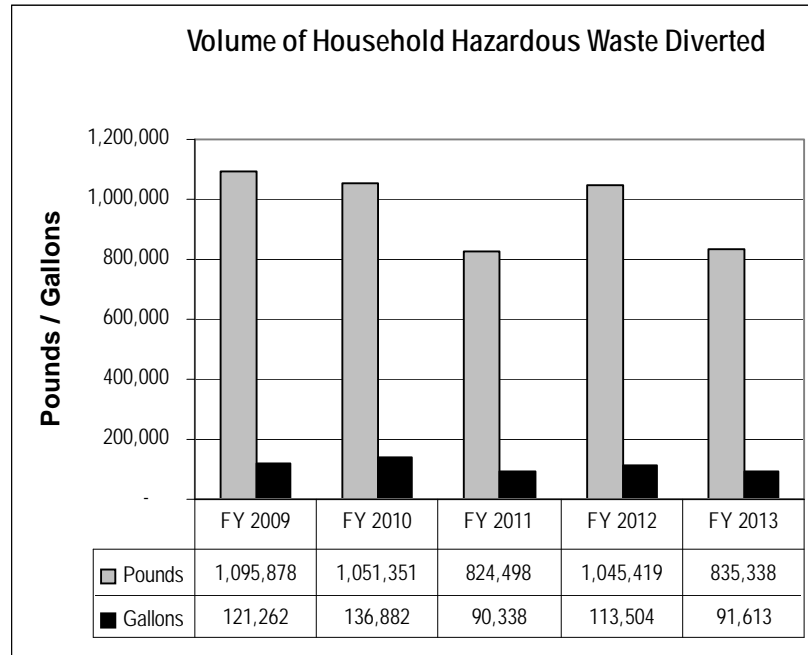


Source: Public Works - Fleet Management

Major Initiatives to Reduce Greenhouse Gas Emissions:

- Prevent and prepare for climate change (Adaptation/Emergency Preparedness)
- Work collaboratively with public and private partners to prepare for and prevent sea level rise resulting from climate change to protect infrastructure and assets
- Implement the Climate Action Plan for government operations and the Energy Efficiency Climate Action Plan for unincorporated areas to reduce greenhouse gas emissions
- Maintain healthy urban and natural forests in County parks
- Expand telecommute and flex schedule options for County employees where appropriate
- Reduce emissions from the County vehicle and equipment fleet through acquisition of electric and hybrid vehicles and promotion of car share for employees
- Increase the energy efficiency of County facilities through the implementation of the Strategic Energy Master Plan
- Explore renewable energy projects such as solar photovoltaic and wind energy systems
- Explore the impacts of establishing a Community Choice Aggregation program

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Commute Alternatives Program (Public Works): Average monthly number of County employees served in the Commute Alternatives Program					
- Vanpool	28	27	27	25	25
- Transit Tickets	1075	1054	1,100	1,100	1,100
- Carpool	315	301	300	325	325
- Bike/Walk	65	64	52	50	50
- Total	1,475	1,446	1,479	1,500	1,500
<i>Energy Upgrade CA (County Manager's Office):</i> Total Energy Upgrade home retrofits	183	167	100	200	200
<i>Energy Upgrade CA (County Manager's Office):</i> Total Energy Upgrade multi-family units receiving rebates	---	133	167	200	200
<i>County Climate Action Plan (County Manager's Office):</i> CO2e reductions due to transportation grants (Metric Tons CO2e)	---	242	---	484	484



Source: Public Works - Waste Management

Major Initiatives to Conserve and Protect Natural Resources:

- Reduce water consumption in high use communities
- Collaboratively manage surface water and groundwater quantity and quality
- Ensure all areas of the county have long term access to adequate potable water supplies
- Improve air quality by reducing harmful emissions from wood smoke
- Plant the right trees in the right spaces in urban County parks
- Comply with AB 939 solid waste disposal limits and minimize waste generated
- Divert 75% of all waste from landfills by 2020 through recycling and composting
- Work towards zero waste through waste diversion and waste-to-energy technologies
- Work collaboratively with public and private landowners to develop a network of connected trails through property acquisitions, easements and cooperative agreements
- Protect open spaces through expansion of the County Park system

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<i>Agricultural Commissioner:</i> Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements	91%	98%	89%	92%	94%
<i>Waste Management (Public Works):</i> Number of visits to the County's RecycleWorks.org website	940,888	600,000	614,000	600,000	600,000
<i>Waste Management (Public Works):</i> Number of programs and projects implemented in the unincorporated areas that reduce waste, promote resource conservation, or conserve resources	34	30	28	30	35

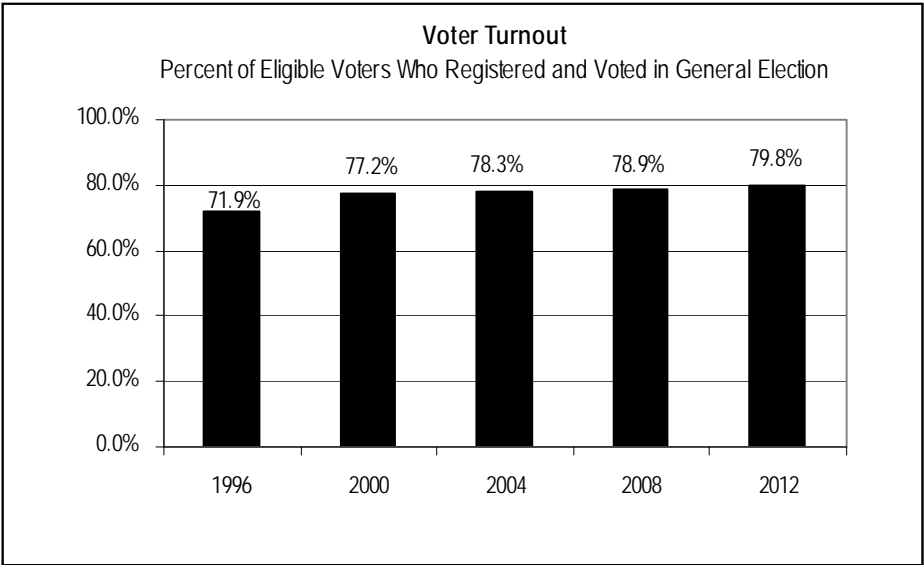


COLLABORATIVE COMMUNITY

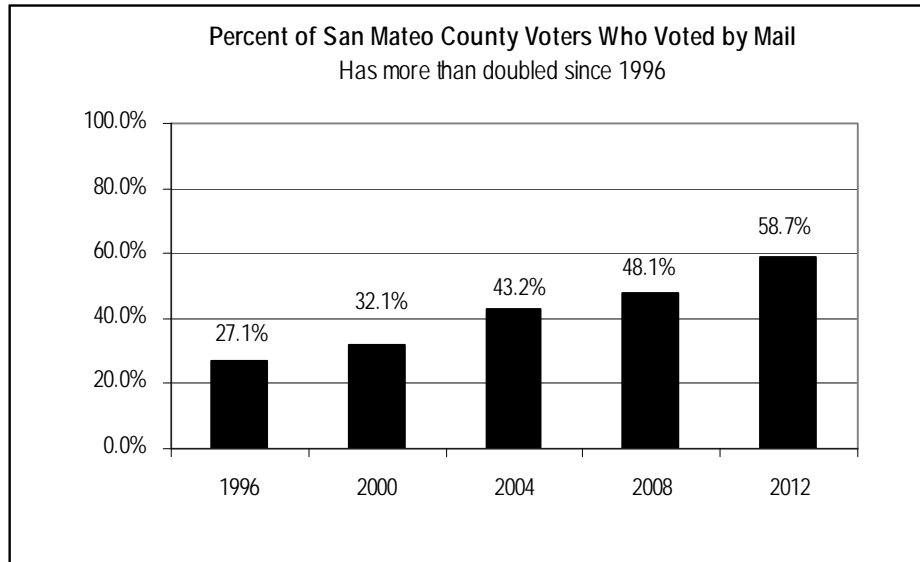
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

Community Impact Goal:

- 1. Open, responsive, and effective government



Source: <http://www.sos.ca.gov/elections/statewide-elections/>



Source: <http://www.sos.ca.gov/elections/statewide-elections/>

Major Initiatives to Increase Responsiveness, Effectiveness and Collaboration:

- Continue the County's ten-year plan to pay down its pension obligations by 2023
- Maintain operating reserves of at least 15% in addition to 3% contingency reserves
- Evaluate programs to continuously improve services and set priorities for funding
- Improve capacity to collect and use performance data to manage toward outcomes
- Complete an Open Data strategic plan
- Make more County services, data and information available online and expand automation
- Expand presence in social media and interactive media
- Continue existing Measure A initiatives that are making an impact in the community
- Continue modernization and maintenance of capital and technology infrastructure
- Prioritize and implement suggestions for improvement from customer surveys
- Set clear customer satisfaction expectations with staff and provide training
- Improve communication and engagement so residents feel connected to their government
- Track, measure and report County collaborative efforts that produce tangible results
- Deliver culturally responsive services to address the needs of our diverse communities

Key Performance Measures	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
<i>Open Data Portal (ISD):</i> Number of datasets available on the Open Data Platform	63	79	247	350	350
<i>LEAN Process Improvement (Health System):</i> Percent of Health System employees who have participated in a LEAN training or event	---	14%	25%	30%	40%
<i>Center for Continuous Process Improvement (County Manager's Office):</i> Number and percent of events resulting in increased productivity and/or reduced processing time	---	---	---	--- / 90%	--- / 90%
<i>Workforce Resources and Diversity (HR):</i> Percent of employees utilizing skills or reporting change in behavior after attending training classes	93%	98%	98%	90%	90%
<i>County Facilities (Public Works):</i> Percent of County facilities with Facilities Condition Index at or below .05	75%	86%	78%	80%	85%
<i>Employee Engagement Survey:</i> Percent of County employees stating they would recommend the County as a great place to work	79%	83%	85%	90%	90%
<i>Highest Credit Ratings:</i> Issuer credit ratings from Moody's and Standard & Poor's	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA



San Mateo County STARS Awards FY 2013-14

The STARS Awards consist of four award categories: Program Performance, Customer Service, Green and Employee Suggestions. In 2006, the Board of Supervisors approved the San Mateo County STARS Awards to recognize exceptional program performance and customer service strategies in alignment with County goals. In 2008, the program was expanded to recognize outstanding sustainability projects and employees that submit viable, cost-effective suggestions that contribute to improved efficiencies. Below are the program entries and employee suggestions that received recognition:

Program Performance Award

Description	Award Amount
<p>Health System / SMMC's Depression Screening for Diabetics - The "Depression Screening for Diabetics" program, administered through SMMC's Innovative Care Clinic (ICC), assists patients in managing their chronic disease by seeking to address their depressive symptoms most commonly associated with diabetes. At ICC, 22% of patients have diabetes (more than twice the national average) and when these patients experience depression they often struggle with managing their diabetes care.</p> <p>ICC and MPS staff worked collaboratively to refine the screening process and institute a "warm hand-off" for patients who screened high for depression, with an MPS staff person on-call to provide an in-person consult within 30 minutes for those patients, capitalizing on the opportunity to engage the patient with mental health services during the existing medical appointment. During the pilot period, patients who received a "warm hand-off" were twice as likely to remain in therapy when compared with those who received an electronic referral. The program has received \$1.5M in incentives through a federal pay-for-performance quality improvement program, and SMMC plans to increase screenings at ICC and expand the program model to other SMMC clinics to continue to improve patient health outcomes and reduce emergency department visits and costs for diabetic patients.</p>	\$20,000

Program Performance Award Cont.

Description	Award Amount
Countywide / Human Resources' County Wellness Committee - The County Wellness Committee oversees implementation and monitoring of the County Wellness Policy by engaging employees as partners in their health and well-being, providing a supportive work environment, committing organizational resources, and making the healthy choice the easy choice. The Committee increased visibility for wellness activities and healthy choices through Countywide Initiatives that include: promoting Wellness Screenings (increasing from 433 employees receiving wellness screenings in 2010 to nearly 2,500 in 2014); making stairwells more appealing with banners and signs; offering healthier food choices at vending machines and cafeterias; increasing the number of lactation rooms; and improving wellness communication. In addition, the Committee developed a "Culture of Health" Checklist and Wellness Grants for departments. In 2014, twenty-one (21) County departments/divisions completed their "Culture of Health" Checklists and Wellness Plans, covering 54 work locations and affecting 4,200+ employees. Participating divisions/departments received wellness grants to support their wellness plan activities throughout the year. The Wellness Committee will continue to recruit new departments to participate in the program in 2015, with the goal of increasing engagement for all employees through wellness opportunities.	\$20,000
<i>Honorable Mention:</i> Housing's Moving to Work Online Pre-Application	\$7,500

Customer Service Award

Description	Award Amount
Health System / Behavioral Health Recovery Services / Human Services Agency's Service Connect - Service Connect is an award-winning, multi-disciplinary service model that provides wrap-around services for AB 109 realignment offenders and other moderate-to-high-risk reentry populations. A collaboration between the Probation Department, Sheriff's Office, Human Services Agency, and Health System, Service Connect aims to engage the realignment population with services and support to break the cycle of recidivism and creating successful reintegration in the community. Individual engagement begins early and prior to release, with assessments, program referrals, and release planning. Upon release, Correctional Health provides a "warm hand-off" to the Probation Department and then to Service Connect. This has reduced the number of bench warrants and has enhanced the engagement. Service Connect offers ongoing and as-needed support in addressing substance abuse, mental health, medical health, housing, and employment support needs through a menu of services that are evidence-based and tailored to the needs of the realignment population. The collaborative partners jointly track data to see how effectively the program is guiding its clients towards stable reentry to the community.	\$10,000

Green Award

Description	Award Amount
Health System's Way2Go Program - Way2Go is a Health System initiative to promote employee health, encourage sustainable transportation, and address parking constraints on the Health System Main Campus in San Mateo. The initiative offers free custom commute planning, access to County cars for work duties, and assistance with planning carpools and vanpools. An annual 511 transportation survey of Health System employees establishes a baseline and informs the Way2Go efforts for the year, and allows Way2Go to measure progress year over year. For example, in 2013 the percentage of employees solely driving to work had decreased by 17% since the Way2Go initiative was started, and all non-driving transportation modes had increased considerably due to increased awareness and education about alternative commute options. Due to its successes so far, Way2Go is being expanded to a year-round program, with plans to launch a Way2Go intranet page with resources and establish a bike share fleet to allow employees to commute between campuses by bike during work hours.	\$2,500
Sheriff's Office Activities League Clean Team - The Sheriff's Activities League (SAL) Clean Team/Green Team is a group of youths and young adult mentors from the North Fair Oaks unincorporated area of San Mateo County that provided both litter pick-up and community outreach and education in North Fair Oaks twice a week for eight weeks in summer 2014. Along with educating businesses and community members about the litter pick-up project, the team invited community members to join them in their efforts. The team logged and reported all illegal dumping and graffiti they discovered during their clean-up days, and they received education about ecology, recycling, pollution prevention, and other key environmental topics from local experts. During the eight week program the youth team collected 3,360 gallons of litter from North Fair Oaks neighborhoods. The program offered the youth of North Fair Oaks a summer job that also provided them the chance to learn that they can make a difference in their community. SAL plans to continue the program twice a month on weekends.	\$2,500

Employee Suggestion Award

Description	Award Amount
Employee: Alison Logia, Human Resources Suggestion (Recommended for Further Review): Expand County's Internship Program to include panel series with County Executives.	\$100
Employee: Heather Oda, Public Works Suggestion (Recommended for Further Review): Create a Skin Cancer Awareness Initiative.	\$100
Employee: Julie Goebel, Human Resources Suggestion (Recommended for Further Review): Explore expanding voluntary benefits such as pet insurance for employees to purchase at discounted rates.	\$100
Employee: Marissa King, Human Resources Suggestion (Recommended for Further Review): Enhance the County's recruiting efforts by posting job openings on departmental webpages (in addition to the County's employment webpage).	\$100

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COUNTY OF SAN MATEO 2015 - 2017 PROFILE





FAST FACTS

Founded April 19, 1856	Land square miles 455	Water square miles 292	Incorporated Cities 20	Coastline 57.7 miles
ELEVATION Sea level to 2,629ft (near Long Ridge Road, La Honda)	POPULATION 758,581 ¹	NUMBER OF HOUSING UNITS 272,149 ²	UNEMPLOYMENT RATE 3.2% (April 2015) ³	PER CAPITA INCOME \$45,732 ⁴
MEDIAN HOUSEHOLD INCOME \$88,202 ⁵	ASSESSED VALUE OF TAXABLE PROPERTY \$164 billion in 2014 ⁶	TAXABLE SALES \$14.6 billion in 2013 ⁷	AGRICULTURAL PRODUCTION \$140 million in 2012 ⁸	MEDIAN HOME VALUE \$1,194,500 in April 2015 ⁹

San Mateo County Overview

San Mateo County is located in the Bay Area and is bordered by the Pacific Ocean to the west and San Francisco Bay to the east. The County was formed in April 1856 out of the southern portion of then-San Francisco County.

Within its 455 square miles San Mateo County is home to some of the most spectacular and varied geography in the United States. It includes redwood forests, rolling hills, farmland, tidal marshes, creeks and beaches.

The county is known for its mild climate and scenic vistas. No matter the starting point, a 20-minute drive can take a visitor to a vista point with a commanding view of the Bay or Pacific, a mossy forest or a shady park or preserve.

San Mateo County has long been a center for innovation. It is home to numerous colleges and research parks and is within the “golden triangle” of three of the top research institutions in the world: Stanford University, the University of California at San Francisco and the University of California at Berkeley. Today, San Mateo County’s bioscience, computer software, green technology, hospitality, financial management, health care and transportation companies are industry leaders. Over the past decade companies that are transforming how we communicate and share information through social media have moved in, stretching the boundary of Silicon Valley ever northward.

As in all counties in California, San Mateo County government plays a dual role that differs from cities.

Cities generally provide basic services such as police and fire protection, sanitation, recreation programs, planning, street repair and building inspection. There are 20 cities within San Mateo County, each governed by its own city council.

As subdivisions of the state, counties provide a vast array of services for all residents. These include social services, public health protection, housing programs, property tax assessments, tax collection, elections and public safety. Counties also provide basic city-style services for residents who live in an unincorporated area, not a city.

San Mateo County voters elect five supervisors to oversee County government operations.

HISTORY

Members of a Spanish exploration team in 1769 were the first Europeans to set foot on what is now San Mateo County. Led by Gaspar de Portola, the team was also the first to discover San Francisco Bay, spotting it from a hill now called Sweeney Ridge between San Bruno and Pacifica.

The Spanish found the Peninsula inhabited by up to 2,400 Native Americans called the Ohlone. The Spanish developed a pathway linking missions along the California coast. This pathway grew into El Camino Real, or The King’s Highway, and played a central role in shaping the development of the region.

Spain ruled California until Mexico assumed control in 1821. The Mexican government granted large tracts of land to private owners to encourage settlement. The names of some of the ranchos from this period can still be seen in modern San Mateo County, including Buri Buri, Pulgas, San Gregorio, San Pedro and Pescadero.

California came under the control of the United States following hostilities with Mexico. The discovery of gold in the Sierra foothills brought a wave of settlers and statehood to California in 1849. The Peninsula’s redwoods helped to build booming San Francisco while the region’s fishing and cattle industries helped to feed the growing population.

OUR MISSION

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.





THE BIRTH OF SAN MATEO COUNTY

When California achieved statehood, most of modern San Mateo County was within San Francisco County. But in 1856 the southern portion of San Francisco County was separated to form San Mateo County as part of the effort to reform San Francisco's corrupt government. More territory was added in 1868 from Santa Cruz County.

By 1864 daily trains were running along the Peninsula from San Francisco to San Jose. During this period wealthy businessmen from throughout the West started to buy large tracts of land upon which to build estates.

These include William Ralston, Alvinza Hayward, Harriet Pullman Carolan, James Flood and William Bourn. While most are now gone — Hayward's burned and Flood's was torn down — a few still survive. Ralston Hall stands at Notre Dame de Namur University in Belmont, the Carolands Mansion in Hillsborough remains one of the largest residences in the United States and Bourn's mansion near Woodside, Filoli, is open to the public for tours.

Cities began to take shape along the railroad line and across the Peninsula. Redwood City, the county seat, incorporated in 1867. The next to incorporate was San Mateo in 1894. The new century brought a wave of efforts to create new cities such as South San Francisco, San Bruno and Daly City.

Logging, farming, meat packing, ship building, salt production and cement works fueled the local economy. Meanwhile, the Spring Valley Water Company was busy acquiring what became the Crystal Springs watershed to supply fresh water to San Francisco and the Peninsula.

RAPID GROWTH

The transportation system improved as more people moved to the Peninsula. An electric streetcar line linked San Mateo to San Francisco in 1903. The Dumbarton Railway Bridge crossed the bay in 1910. Automobiles could cross the bay on the Dumbarton Bridge in 1925 and the San Mateo-Hayward Bridge in 1929. Mills Field, which later became San Francisco International Airport, opened next to the bay during this period.

On the coast, a different kind of business was taking off. Rum-runners and bootleggers were busy during Prohibition. The coast's isolation and often foggy shoreline made it an ideal location for smugglers whisking cargo to San Francisco or Peninsula road houses.

The outbreak of World War II fueled a new wave of growth along the Peninsula. After the war, thousands of new homes were built as the county's population swelled from 115,000 in 1940 to 235,000 in 1950. New cities continued to form to provide municipal services.



POST-WAR BOOM

The influx of workers and rise of technology changed the area's economy. Electronics emerged as the leading post-war industry. Stockyards, steel mills and tanneries quickly gave way to industrial parks, warehouses and light manufacturing. San Francisco International Airport helped to fuel growth as air travel changed the way people traveled and the way goods were shipped.

Public schools and colleges, libraries, recreation centers and parks were built to keep pace with the soaring population. The fast pace of development had other consequences. A strong conservation movement sprang up to preserve the coast and open spaces from sprawl. Residents worked to limit air and water pollution, to halt filling the Bay for more homes and office parks and to fight freeway expansions.

The county's population grew to 556,000 by 1970, a gain of 112,000 during the 1960s. The rapid pace of growth began to slow but significant events continued to shape the Peninsula. The Junipero Serra Freeway, Interstate 280, was completed in 1976. Two years later the San Mateo County Transit District (SamTrans) consolidated several city bus lines into one system.

INNOVATION

Long a home to innovators, the Peninsula continues to evolve. During the 1980s and 1990s biotechnology companies moved into South San Francisco while computer software, Internet and gaming companies shifted the boundary of Silicon Valley to the north. San Francisco International Airport opened a \$1 billion international terminal in 2000 as the region's gateway to the Pacific Rim.^{10,11,12}

Today, San Mateo County is home to more than 758,000 people who live in 20 cities and numerous unincorporated areas, from leafy suburbs to isolated coastal hamlets.¹³

The vibrant economy, mild climate and quality of life attract people from all over the world. More than a third of the population was born in another country.¹⁴

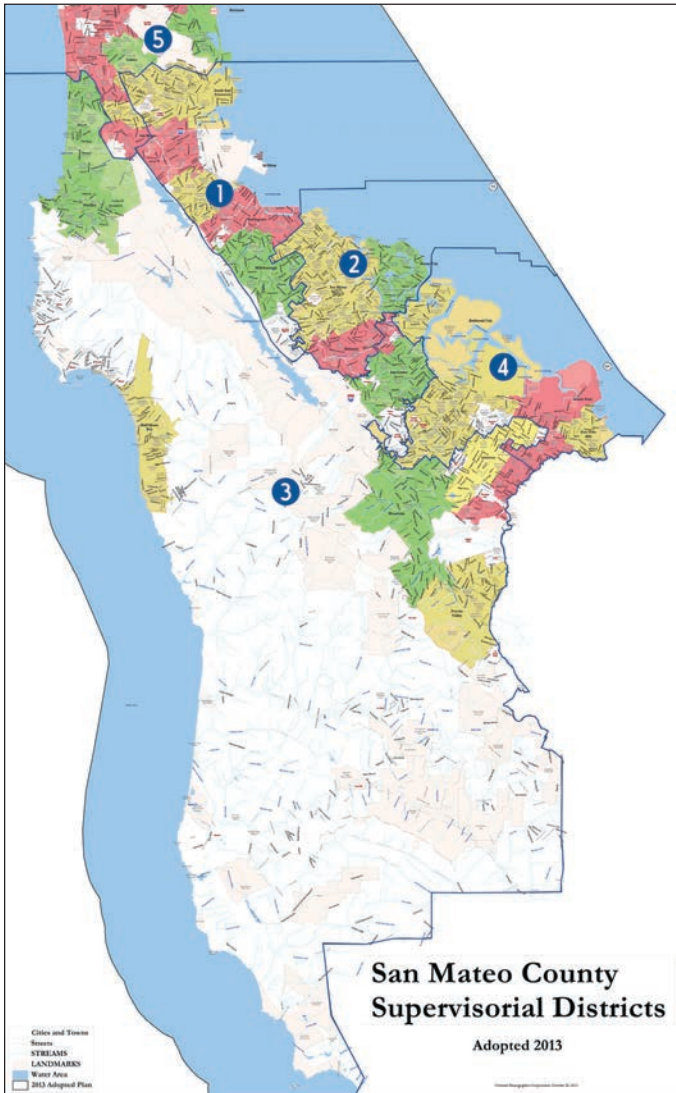
San Mateo County Board of Supervisors

San Mateo County is governed by a five-member Board of Supervisors. Each supervisor must live in and represent one of five districts, which are roughly equal in population (approximately 147,000 residents in each) but vary greatly in size.

Supervisors are elected by voters within their districts to staggered four-year terms with a maximum of three terms in office. They appoint the County Manager to carry out the Board's policies and goals and oversee the efficient running of County government.

Voters also elect six additional San Mateo County officials. They are the Assessor-County Clerk-Recorder, District Attorney, Controller, Coroner, Sheriff and Treasurer-Tax Collector.

The Superior Court appoints the Chief Probation Officer and the Superior Court Executive Officer.



DAVE PINE, 1ST DISTRICT

Cities of Burlingame, Hillsborough, Millbrae, San Bruno (everything east of Interstate 280 and areas west of 280 and south of Sneath Lane) and South San Francisco (east of Junipero Serra Boulevard and south of Hickey and Hillside Boulevards). Unincorporated Burlingame Hills, San Mateo Highlands and San Francisco International Airport



CAROLE GROOM, 2ND DISTRICT

Cities of San Mateo, Foster City and most of Belmont (excluding southeast portion).



DON HORSLEY, 3RD DISTRICT

Cities of Atherton, southeast Belmont, Half Moon Bay, part of Menlo Park (west of El Camino Real), Pacifica, Portola Valley, San Carlos and Woodside. Unincorporated Devonshire Canyon, El Granada, Emerald Lake Hills, Harbor Industrial Park, La Honda, Ladera, Loma Mar, Los Trancos Woods, Menlo Oaks, Miramar, Montara, Moss Beach, Palomar Park, Pescadero, Princeton By-The-Sea, San Gregorio, Skyline, Sequoia Tract, Skylonda, Stanford Lands, Vista Verde and West Menlo Park.



WARREN SLOCUM, 4TH DISTRICT

Cities of East Palo Alto, part of Menlo Park (east of El Camino Real) and Redwood City. Unincorporated North Fair Oaks.



ADRIENNE J. TISSIER, 5TH DISTRICT

Brisbane, Colma, Daly City, San Bruno (north of Sneath Lane and west of Interstate 280) and South San Francisco (east of Junipero Serra Boulevard and north of Hickey and Hillside boulevards). Unincorporated Broadmoor Village.

County Statistical Profile Population

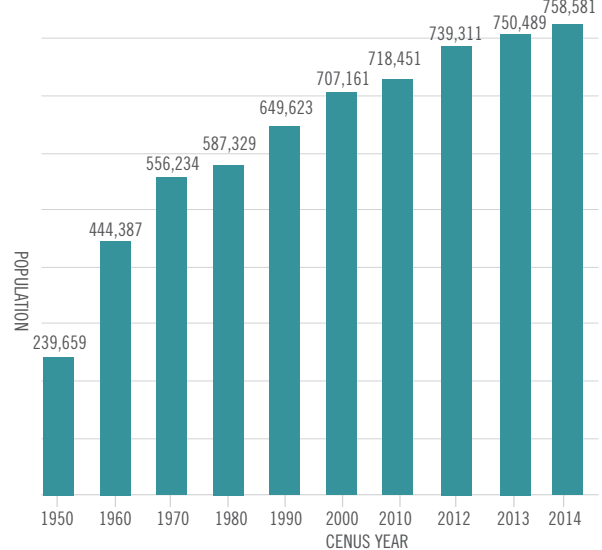
The 2010 Census tallied 718,451 people living in San Mateo County, a modest 1.6 percent increase from the 2000 Census. The 2013 population estimated by the U.S. Census Bureau was 718,498 — a 4.5 percent jump over the 2010 Census — and by 2014 that number had climbed by 5.6 percent over the last official count to 758,581.

Within San Mateo County, Daly City remains the most populous city followed by San Mateo and Redwood City. Colma is the smallest by population followed by Portola Valley and Woodside.

SAN MATEO COUNTY POPULATION¹⁵

CENSUS POPULATION	2000	2010	% CHANGE
San Mateo County	718,451	750,489	4.5
Atherton	6,914	7,159	3.5
Belmont	25,835	26,731	3.5
Brisbane	4,282	4,443	3.8
Burlingame	28,806	29,892	3.8
Colma	1,792	1,492	-16.7
Daly City	101,123	104,739	3.6
East Palo Alto	28,155	29,143	3.5
Foster City	30,567	32,377	5.9
Half Moon Bay	11,324	12,013	6.1
Hillsborough	10,825	11,273	4.1
Menlo Park	32,026	33,071	3.3
Millbrae	21,532	22,424	4.1
Pacifica	37,234	38,606	3.7
Portola Valley	4,353	4,518	3.8
Redwood City	76,815	80,972	5.4
San Bruno	41,114	42,443	3.2
San Carlos	28,406	29,387	3.5
San Mateo	97,207	101,128	4
South San Francisco	63,632	66,174	4
Woodside	5,287	5,481	3.7
TOTAL CITIES	657,229	683,466	4
UNINCORPORATED	61,222	67,023	9.5

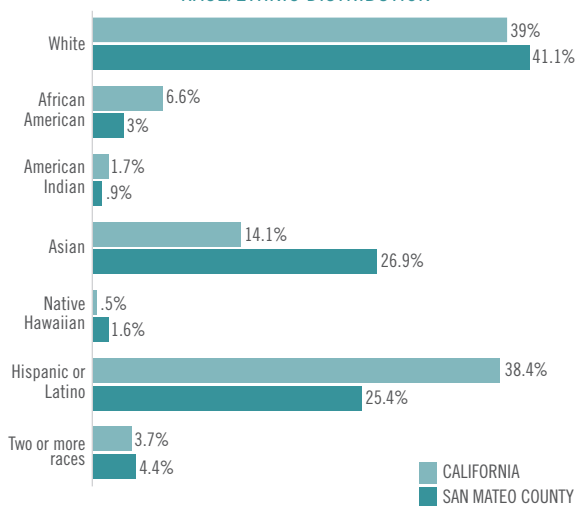
SAN MATEO COUNTY POPULATION¹⁶
1920-2012



RACE DISTRIBUTION

San Mateo County's racial and ethnic composition continues to shift, keeping it as diverse as its geography.

RACE/ETHNIC DISTRIBUTION¹⁷

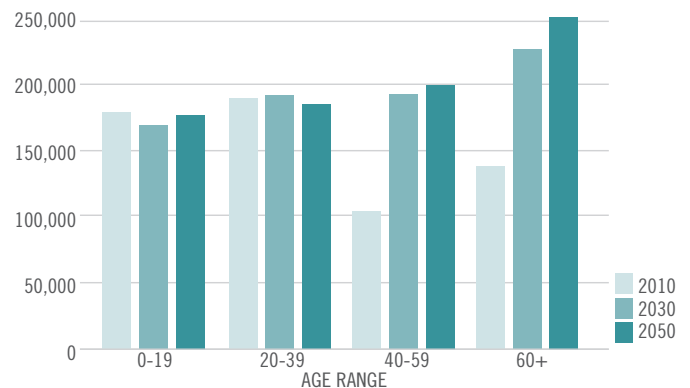


POPULATION BY AGE AND GENDER

The 2010 Census found that the median age of San Mateo County residents was 39.3 years compared to the state's median age of 35.2 years. Portola Valley had the highest median age of 51.3 years while East Palo Alto had the lowest at 28.1 years. The chart below projects that future decades will see a significant spike in the county's population 65 years and older.

The most recent figures from the U.S. Census Bureau estimates that 50.7 percent of those living in San Mateo County were female in 2013 — nearly on par with California's 50.3 percent female population. In 2013, the Census estimated 6.1 percent of the population was under 5 years old, 21.7 percent were under 18 and 14.3 percent were 65 or older.¹⁸

SAN MATEO COUNTY POPULATION PROJECTIONS¹⁹



Employment and Industry

San Mateo County is home to diverse businesses, from international corporations to small shops and manufacturers. The county's largest employers include Facebook, Gilead Sciences, Inc., Franklin Templeton Investments, Oracle Corp., San Mateo County, Kaiser Permanente, Seton Medical Center, Electronic Arts, Inc., Visa, Inc. and the San Francisco International Airport.²⁰ As the social media realm continues to expand, some county businesses like Facebook's headquarters in Menlo Park become tourist attractions in their own right.

The western side of San Mateo County tends toward more rural uses like agriculture, game preserve, watershed, parks and undeveloped land. The more densely populated eastern half houses more major transportation arteries and facilities, including Interstate 280, Highway 101, the Dumbarton and Hayward-San Mateo bridges, San Francisco International Airport and the Port of Redwood City.²¹

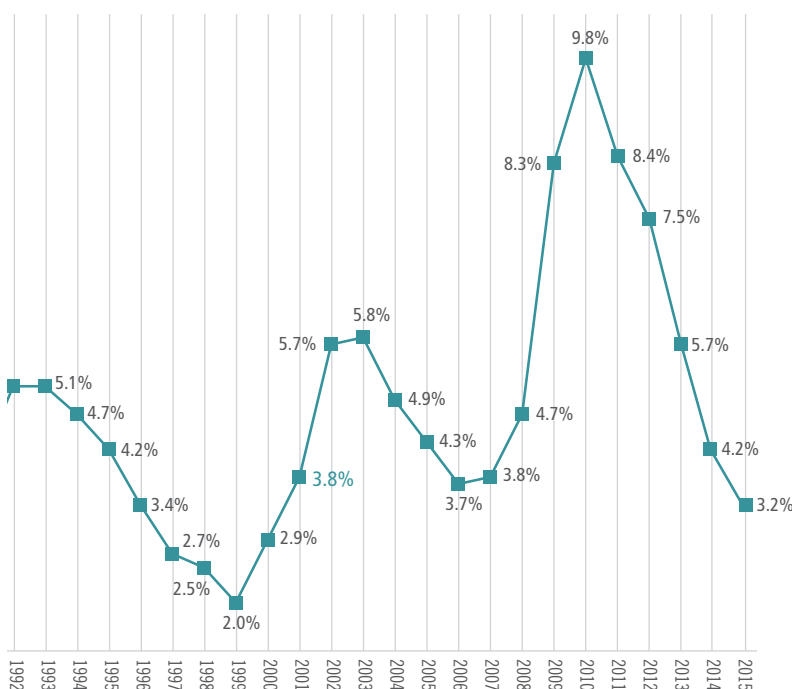
Occupations with the fastest job growth projections for the San Francisco-Redwood City-South San Francisco region include biomedical engineers, economists, statisticians, personal care aides and logisticians.²²

At the same time, areas of San Mateo County are undergoing a building boom with development and cranes filling the skies to fill the demand for more office space and housing near jobs and transit. Many major hospital construction or reconstruction projects finished in 2014 in Redwood City and San Carlos. Google made its first mark in San Mateo County, purchasing about 934,000 total square feet of the Pacific Shores Center office campus in Redwood City. Box, Inc. also leased 334,000 square feet of office space in downtown Redwood City to expand the cloud storage and collaboration company.

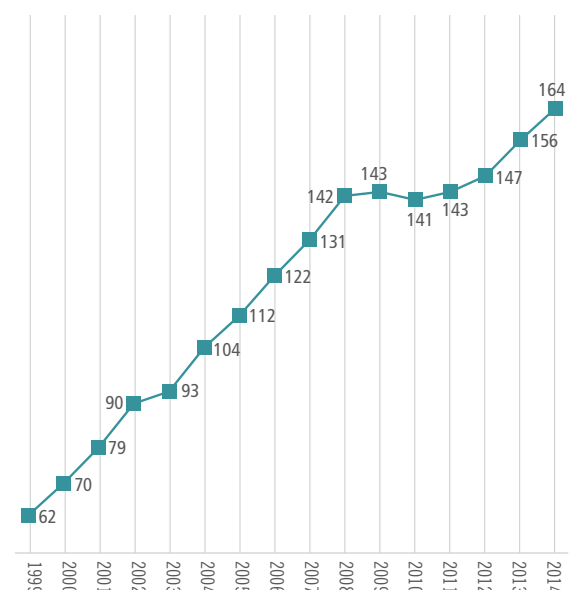
The unemployment rate in San Mateo County in April 2015 stood at 3.2 percent, a notable drop from October 2013 when it was 5.1 percent.²³ At that time, San Mateo County was second lowest in the state behind Marin County. As of March 2015, San Mateo County had nudged ahead of Marin County to be the lowest in California.²⁴



SAN MATEO COUNTY'S UNEMPLOYMENT RATE²⁵



TOTAL TAXABLE ASSESSED VALUE²⁶
(IN THOUSANDS)



Income and Housing

Income is relatively higher in San Mateo County than the rest of California but that figure is tempered by the cost to live here.

The average weekly wage in San Mateo County during the third quarter of 2014 was \$1,824, slightly less than the \$2,012 high of neighboring Santa Clara County but nearly double the national average of \$949.²⁷ The median household income stood at \$88,202 in San Mateo County compared to the state median of \$61,094 and per capita income was \$45,732 in the county versus \$29,527 in California.²⁸

The median home value in San Mateo County as of April 2015 was \$1,194,500.²⁹ The median real estate transaction recorded in the county as of March 2015 was \$950,500, a 15.9 percent increase over March 2014.³⁰

Rental rates continue to push San Mateo County to record highs and was the second-highest market in the second quarter of 2014.³¹ The average rent for a two-bedroom, one-bath apartment in San Mateo County was \$2,700 per month.³²

REAL ESTATE TRANSACTIONS³³

ALL HOMES	NUMBER SOLD	MEDIAN PRICE		
		MARCH 2014	MARCH 2015	%CHNG
Alameda	1,332	\$533,000	\$620,000	16.30%
Contra Costa	1,393	\$424,000	\$465,000	9.70%
Marin	298	\$875,000	\$890,000	1.70%
Napa	119	\$478,000	\$500,000	4.60%
Santa Clara	1,662	\$701,000	\$760,000	8.40%
San Francisco	517	\$950,000	\$1,075,000	13.20%
San Mateo	526	\$820,000	\$950,500	15.90%
Solano	535	\$300,000	\$333,000	11%
Sonoma	473	\$442,500	\$459,500	3.80%



Transportation

The county is home to the second-largest airport in California and the only deepwater port in the southern part of San Francisco Bay. Thousands of people a day board three major mass transit systems that serve the county: BART, Caltrain and SamTrans. The network of roads include busy freeways linking the county to San Francisco and Silicon Valley, two bridges to the East Bay and rural roads that wind through farmland and redwoods.

Since the days the Spanish built El Camino Real, efficient transportation has played a critical role in the economy and culture of the Peninsula.

PORT OF REDWOOD CITY

The Port of Redwood City sits 18 nautical miles south of San Francisco and specializes in liquid and bulk cargo for the construction industry.

Total tonnage for all commodities during the first three quarters of Fiscal Year 2015 grew nearly 3 percent over the same period the previous year to more than 1.2 million metric tons. Seventy-four vessels, 43 ships and 31 barges, made port calls during the first three quarters of the 2015 fiscal year compared to 59 in 2014.³⁴

The Port operates a public boat launch with access to San Francisco Bay and hosts numerous recreational opportunities and events. The port is a department of the city of Redwood City.



SAN FRANCISCO INTERNATIONAL AIRPORT

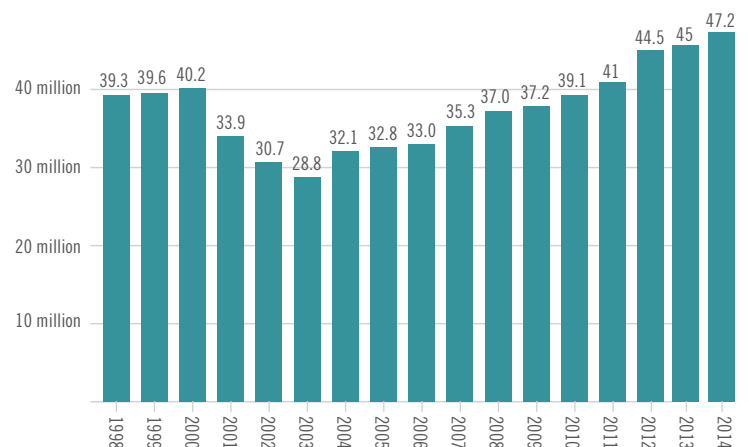
Located along San Francisco Bay east of San Bruno, San Francisco International is one of the world's busiest airports with more than three dozen airlines serving destinations around the world.

The airport is owned and operated by the City and County of San Francisco despite being located within the boundaries of San Mateo County. The airport, known by its international code of SFO, is a significant economic engine for the entire region and provides job opportunities for tens of thousands of people either at the airport or at importers, exporters, warehouses, food service companies, tourist attractions and other industries. SFO's direct impacts include 33,600 jobs and \$5.5 billion in business activity at the airport itself and 82,800 jobs from \$9.1 billion in visitor spending. The airport is also responsible for generating \$2.4 billion in state and local tax revenues.³⁵

SFO ranked as the 21st busiest airport in the world in terms of passengers in 2013. Traffic continues to climb. In 2014 more than 47 million passengers visited the airport, 4.8 percent higher than the previous year.³⁶

SAN FRANCISCO INTERNATIONAL AIRPORT
COMPARATIVE TRAFFIC REPORTS³⁷

Total Enplaned and Deplaned Passengers



PUBLIC TRANSIT OPTIONS

BART

Six San Mateo County stations link commuters to a rail system with stops in San Francisco, Contra Costa and Alameda counties. In 2003, a major project was completed to link BART from its then-terminus in Colma to San Francisco International Airport.

BART is operated by the Bay Area Rapid Transit District. Fiscal Year 2014 marked more than 117 million annual exits by passengers.³⁸

Caltrain

Rail passenger service on the Peninsula began in 1864. Today, Caltrain operates along 77 miles of track from San Francisco to Gilroy.

Caltrain is operated by the Peninsula Corridor Joint Powers Board, a tri-county partnership of the City and County of San Francisco, San Mateo County Transit District and Santa Clara Valley Transportation Authority.

With an every-increasing pool of tech workers using Caltrain, the average weekday ridership jumped 10.7 percent between February 2014 and February 2015. In the 2014 fiscal year, more than 17 million passengers used Caltrain to get around.³⁹

SamTrans

In 1976, a total of 11 separate municipal bus systems were consolidated into the San Mateo County Transit District, commonly referred to as SamTrans. Today, SamTrans operates bus service throughout San Mateo County and into parts of San Francisco and Palo Alto.

In the 2014 fiscal year, more than 12.7 million passengers used SamTrans on fixed-route trips. More than 314,000 used Redi-Wheels, its paratransit service.⁴⁰



Safety

Public safety is a top priority of the County of San Mateo where the violent crime rate remains among the lowest in the state. The County of San Mateo also remains responsive to legal changes in criminal justice, like the state realignment shift of prison inmates to local control, and the community's desire to emphasize services and treatment. In 2015, construction of the new Maple Street Correctional Center in Redwood City will be completed with inmates scheduled for move in during Spring 2016.



SAN MATEO COUNTY CRIMES ⁴¹									
Category/crime	2005	2006	2007	2008	2009	2010	2011	2012	2013
Violent crimes	2,447	2,195	2,129	2,167	2,072	1,795	1,576	1,764	1,776
Homicide	30	22	13	18	16	20	16	10	11
Forcible rape	155	155	144	142	128	128	135	106	132
Robbery	715	716	700	731	734	594	492	508	502
Agg. Assault	1,547	1,302	1,272	1,276	1,194	1,053	933	1,140	1,131
Property crimes	18,628	17,792	15,540	16,967	15,772	15,184	14,015	14,433	14,751
Burglary	3,335	2,969	2,547	2,854	3,072	3,092	3,196	3,273	3,107
Vehicle Theft	2,732	2,749	2,219	2,415	1,988	1,888	1,488	1,566	1,627
Total larceny-theft	12,561	12,074	10,774	11,698	10,712	10,204	9,331	9,594	10,017
Over \$400	3,677	3,786	3,656	4,194	3,617	3,640	3,568	3,823	4,296
\$400 And under	8,884	8,288	7,118	7,504	7,095	6,564	5,763	5,771	5,721
Arson	151	149	149	118	125	96	88	84	109

Health

San Mateo County is committed to building a healthy community. The County collaborates with community-based partners to provide access to health care services, especially those who need them the most. With the rising rates of chronic diseases such as obesity, diabetes and heart disease, the County also works with communities to promote the health and well being of all residents by creating safe and convenient opportunities for everyday physical activities and healthy food choices.



Education

San Mateo County is home to 183 public schools and many private schools. Public school enrollment rose to 94,667 in the 2013-14 school year from 93,931 in 2012-2013.⁴² In 2013-2014, 5,617 students were enrolled in charter schools.

In 2015, California saw record high graduation rates for a fifth year in a row and all student groups in San Mateo County also marked overall increases.

Over the span of four years, Pacific Islander and American Indian or Alaska Native student groups in County public schools both saw more than a 20 percent increase in graduation rates. African American students had the next highest increase with 11.8 percent. English learners also saw a 10.8 percent increase while special education and socioeconomically disadvantaged students graduated at 9 percent and 6.1 percent higher rates, respectively.⁴³

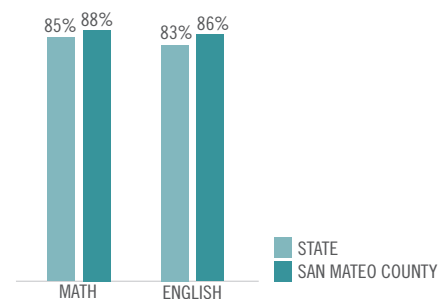
In 2013, 88.6 percent of people 25 years and older had at least graduated from high school and 44.4 percent had a bachelor's degree or higher.⁴⁴



PERCENTAGE OF HIGH SCHOOL GRADUATES
WITH UC/CSU REQUIRED COURSES⁴⁵



CA HIGH SCHOOL EXIT EXAM 10TH GRADE RESULTS,
PASSAGE THE FIRST TIME 2013-14⁴⁶



Sources

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PHOTO CREDITS:

Eric Forgaard, Gino De Grandis, Scott Buschman Photography, Jack Yaco



COUNTY SUMMARIES

COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and
Program Summaries

Glossary of Budget Terms



SAN MATEO COUNTY MISSION

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:

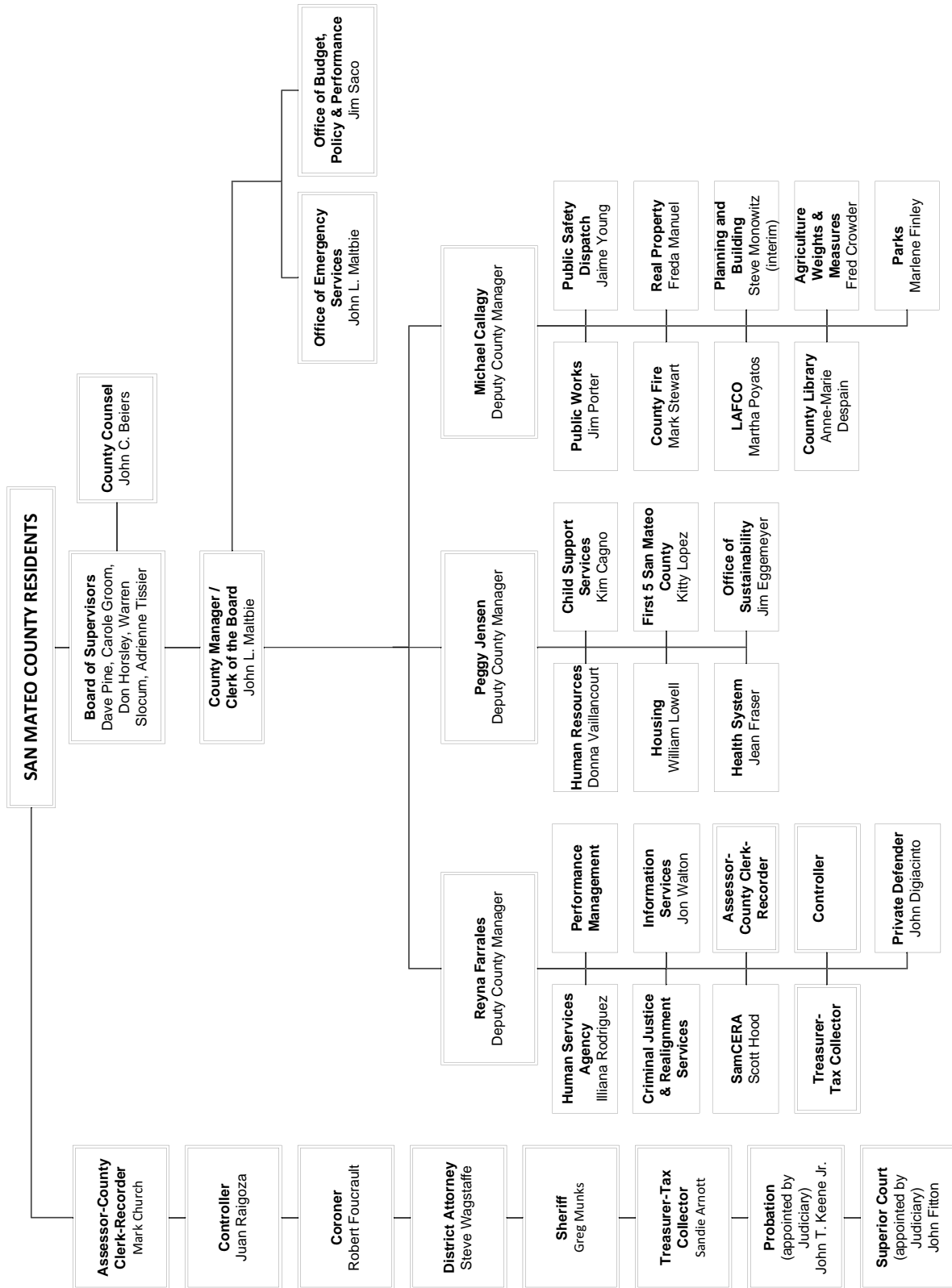
The highest standards
of public service

A common vision
of responsiveness

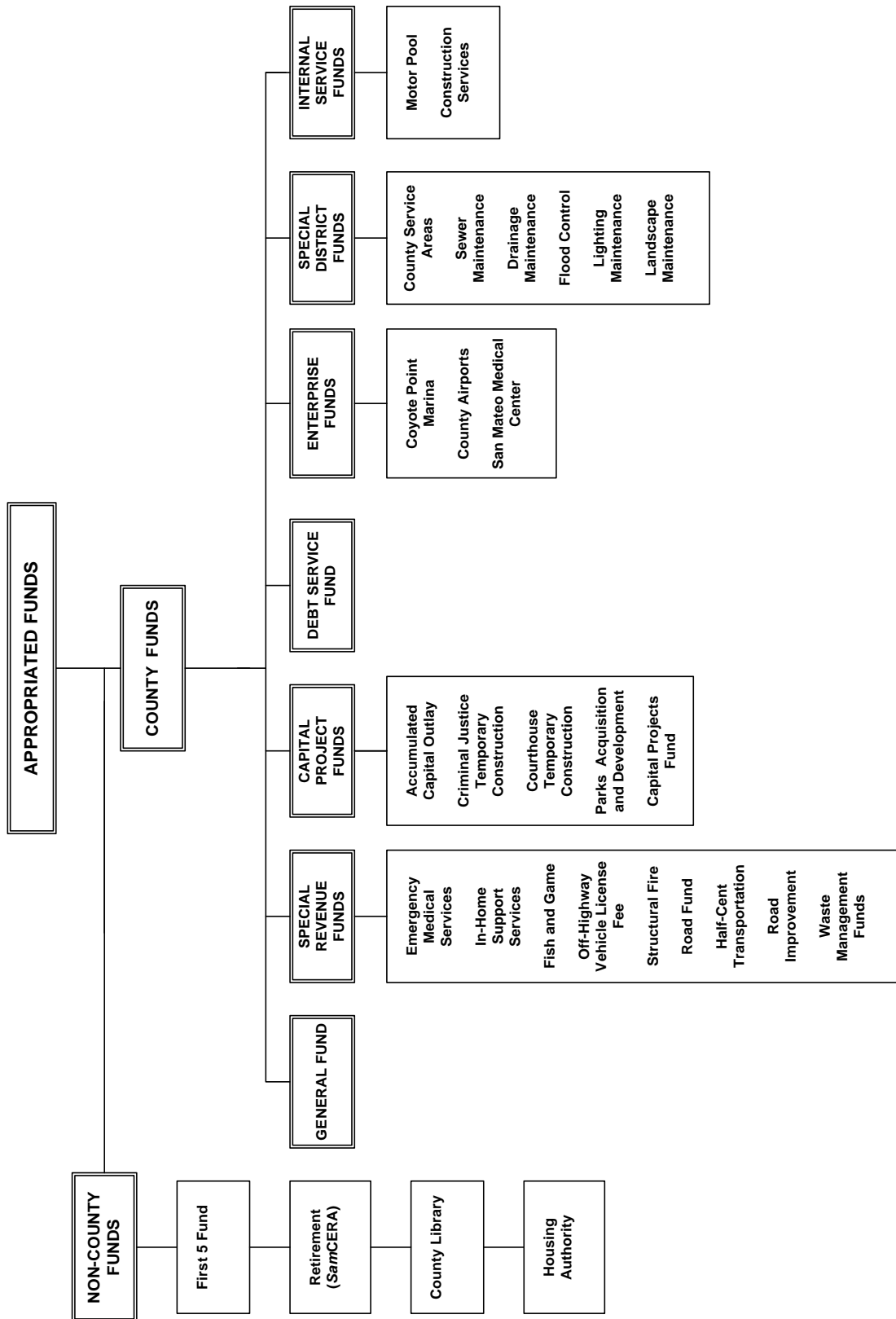
The highest standards
of ethical conduct

Treating people with respect
and dignity





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 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* previously accounted for revenues derived from management and operation of the Ox Mountain landfill. The contract with the landfill operator expired on December 31, 2009 and tipping fee revenues from that agreement have been replaced with a newly implemented AB 939 Waste Diversion Fee, which will be accounted for in the Waste Management Fund. Remaining reserves in the Solid Waste Fund will be used to close and monitor County-owned landfills in Pescadero and Half Moon Bay until such time that the funds are exhausted.

The *Waste Management Fund* accounts for revenues from the newly implemented AB 939 Waste Diversion Fee. The new AB 939 Fee, which is derived from landfill disposal in the unincorporated lands of the County, will be used to prepare and implement a countywide integrated waste management plan. This Fee will also fund eligible waste management and diversion programs and Household Hazardous Waste and state-mandated Local Enforcement Agency programs.

The *Waste Management Programs Fund* accounts for revenues derived from Garbage Collection Franchise Fees. Funds will be used for garbage and recyclable collection expenses in unincorporated franchised areas.

Other Special Revenue Funds include the *Fish and Game Propagation Fund* and the *Off-Highway Vehicle License Fees Fund*.

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 *Courthouse Temporary 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 *Criminal Justice Temporary 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 Courthouse Temporary Construction Fund above.

The *Capital Projects Fund* was established to centrally budget 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 public safety 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 landscape maintenance and drainage district funds.

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.

Non-County Funds

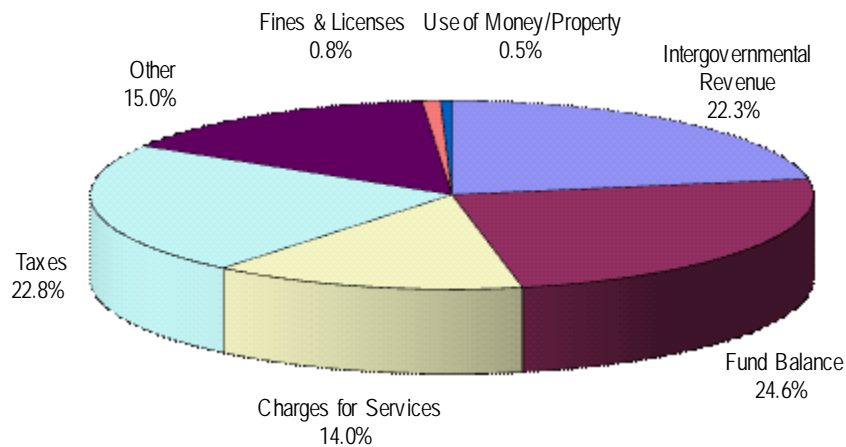
The *San Mateo County Employees' Retirement Association (SamCERA) Pension Fund*, under the control of the Board of Retirement, accumulates contributions from the County, its employees, and other participating employers, as well as earnings from investments. Disbursements are made for administrative expenses 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.

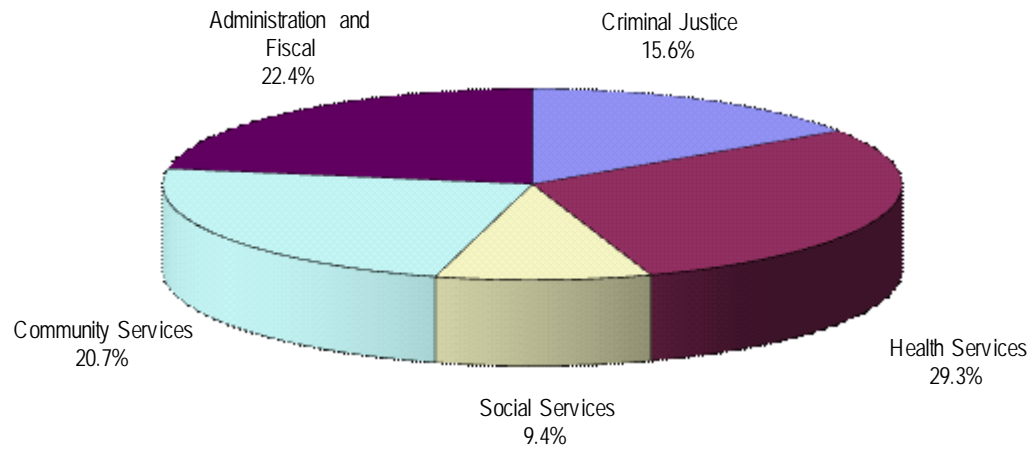
The *County Library Fund* is governed by the Board of the San Mateo Joint Powers Authority (JPA). The Board has twelve members, one representative from each of the eleven cities and one from the County Board of Supervisors. The JPA is primarily financed by property taxes and provides library services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

All County Funds FY 2015-16 Recommended Sources



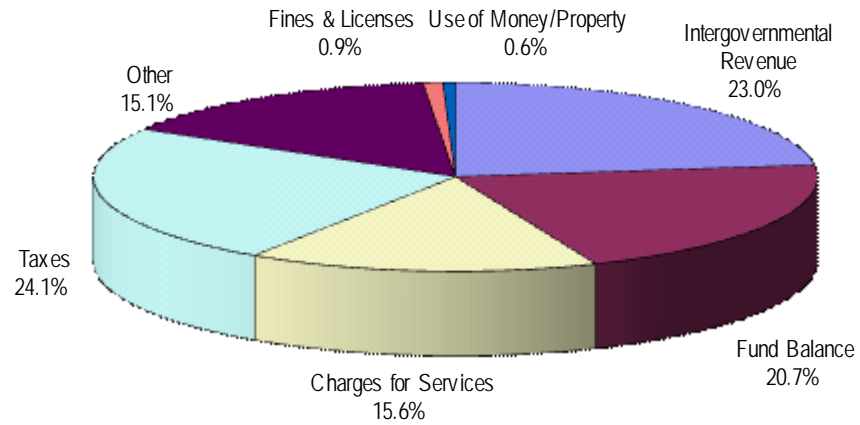
Sources of Funds	Recommended FY 2015-16	Percent of Total
Taxes	558,892,958	22.31%
Licenses, Permits and Franchises	9,242,874	0.38%
Fines, Forfeitures and Penalties	11,020,410	0.45%
Use of Money and Property	12,444,729	0.51%
Intergovernmental Revenues	545,939,010	22.31%
Charges for Services	342,220,827	13.98%
Interfund Revenue	99,427,908	4.06%
Miscellaneous Revenue	43,340,666	1.77%
Other Financing Sources	223,577,640	9.14%
Fund Balance	601,336,934	24.57%
TOTAL SOURCES	2,447,443,956	100.00%

**All County Funds
FY 2015-16 Recommended Requirements**



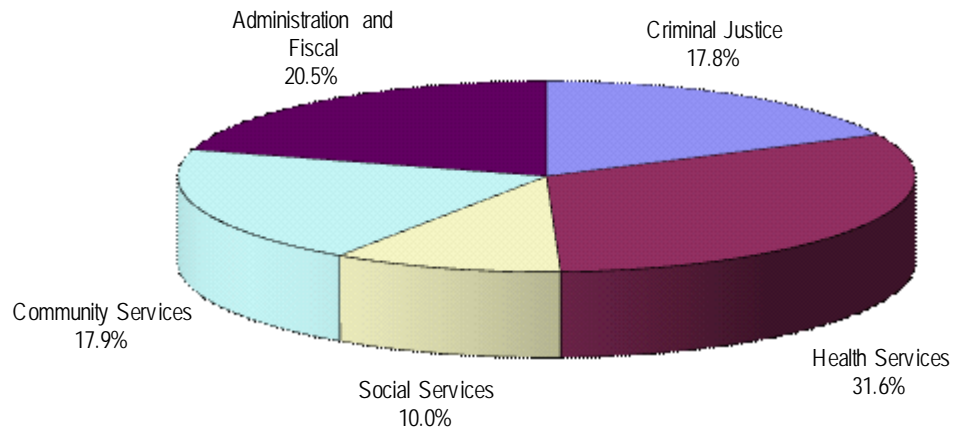
Use of Funds	Recommended FY 2015-16	Percent of Total
Criminal Justice	380,998,585	15.57%
Health Services	716,045,914	29.26%
Social Services	230,092,995	9.40%
Community Services	571,939,119	23.37%
Administration and Fiscal	548,367,343	22.41%
TOTAL REQUIREMENTS	2,447,443,956	100.00%

**All County Funds
FY 2016-17 Recommended Sources**



Sources of Funds	Recommended FY 2016-17	Percent of Total
Taxes	553,521,757	22.99%
Licenses, Permits and Franchises	9,385,138	0.41%
Fines, Forfeitures and Penalties	11,038,817	0.48%
Use of Money and Property	12,702,822	0.55%
Intergovernmental Revenues	527,862,833	22.99%
Charges for Services	359,196,466	15.64%
Interfund Revenue	95,428,138	4.16%
Miscellaneous Revenue	42,506,588	1.85%
Other Financing Sources	209,355,323	9.12%
Fund Balance	475,424,928	20.70%
TOTAL SOURCES	2,296,422,810	100.00%

**All County Funds
FY 2016-17 Recommended Requirements**



Use of Funds	Recommended FY 2016-17	Percent of Total
Criminal Justice	408,243,248	17.78%
Health Services	725,876,731	31.61%
Social Services	230,736,154	10.05%
Community Services	460,809,291	20.07%
Administration and Fiscal	470,757,386	20.50%
TOTAL REQUIREMENTS	2,296,422,810	100.00%

County of San Mateo
Total Requirements - All Funds

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
TOTAL REQUIREMENTS							
Criminal Justice Agency	318,860,073	331,062,353	375,057,155	380,998,585	5,941,430	408,243,248	27,244,663
Health System	325,166,070	314,892,398	358,110,256	391,103,458	32,993,202	395,885,386	4,781,928
Social Services	169,990,239	186,165,768	219,253,774	230,092,995	10,839,221	230,736,154	643,159
Community Services	69,921,235	77,807,459	103,811,431	126,612,241	22,800,810	117,963,472	(8,648,769)
Administration and Fiscal	428,144,310	633,034,475	442,248,234	498,746,731	56,498,497	394,656,429	(104,090,302)
Subtotal General Fund	1,312,081,926	1,542,962,453	1,498,480,850	1,627,554,010	129,073,160	1,547,484,689	(80,069,321)
Enterprise Funds	260,930,209	270,164,230	292,832,732	303,433,497	10,600,765	307,784,275	4,350,778
Special Revenue Funds	98,243,420	106,424,755	113,399,469	95,381,175	(18,018,294)	84,998,237	(10,382,938)
Capital Projects Funds	31,074,744	122,806,192	169,638,279	253,634,447	83,996,168	180,734,359	(72,900,088)
Debt Service Fund	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345
Special Districts Funds	71,590,222	79,225,118	92,852,597	96,296,211	3,443,614	77,350,650	(18,945,561)
Internal Service Funds	15,858,730	18,279,276	19,455,720	21,524,004	2,068,284	21,969,643	445,639
Total Non-General Fund	525,566,885	645,507,262	736,700,034	819,889,946	83,189,912	748,938,121	(70,951,825)
Total Req - All Funds	1,837,648,811	2,188,469,715	2,235,180,884	2,447,443,956	212,263,072	2,296,422,810	(151,021,146)
Total Sources - All Funds	1,837,648,811	2,188,469,715	2,235,180,884	2,447,443,956	212,263,072	2,296,422,810	(151,021,146)
AUTHORIZED POSITIONS							
Salary Resolution	5,062.0	5,182.0	5,276.0	5,369.0	93.0	5,371.0	2.0
Funded FTE	4,909.2	5,055.3	5,098.5	5,250.6	152.1	5,252.6	2.0

County of San Mateo
All Funds

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	428,709,027	501,018,768	472,831,640	558,892,958	86,061,318	553,521,757	(5,371,201)
Licenses, Permits and Franchises	9,088,165	9,694,837	8,495,141	9,242,874	747,733	9,385,138	142,264
Fines, Forfeitures and Penalties	11,259,333	10,473,883	11,222,698	11,020,410	(202,288)	11,038,817	18,407
Use of Money and Property	10,871,336	13,668,257	10,612,978	12,444,729	1,831,751	12,702,822	258,093
Intergovernmental Revenues	512,400,850	522,510,818	517,212,409	545,939,010	28,726,601	527,862,833	(18,076,177)
Charges for Services	217,070,254	231,388,607	311,228,803	342,220,827	30,992,024	359,196,466	16,975,639
Interfund Revenue	92,244,395	71,703,734	85,654,741	99,427,908	13,773,167	95,428,138	(3,999,770)
Miscellaneous Revenue	34,240,706	48,320,714	41,307,486	43,340,666	2,033,180	42,506,588	(834,078)
Other Financing Sources	117,073,623	323,110,994	161,810,620	223,577,640	61,767,020	209,355,323	(14,222,317)
Total Revenue	1,432,957,690	1,731,890,612	1,620,376,516	1,846,107,022	225,730,506	1,820,997,882	(25,109,140)
Fund Balance	404,691,121	456,579,102	614,804,368	601,336,934	(13,467,434)	475,424,928	(125,912,006)
TOTAL SOURCES	1,837,648,811	2,188,469,715	2,235,180,884	2,447,443,956	212,263,072	2,296,422,810	(151,021,146)
REQUIREMENTS							
Salaries and Benefits	692,828,102	774,038,398	845,332,622	911,398,804	66,066,182	935,771,561	24,372,757
Services and Supplies	388,855,252	448,981,575	563,654,074	591,450,990	27,796,916	531,271,994	(60,178,996)
Other Charges	291,423,058	280,430,059	309,391,959	353,487,552	44,095,593	362,666,953	9,179,401
Fixed Assets	32,584,651	29,190,930	136,011,557	202,526,024	66,514,467	151,275,458	(51,250,566)
Other Financing Uses	119,223,455	208,031,348	176,848,130	226,933,877	50,085,747	190,414,437	(36,519,440)
Gross Appropriations	1,524,914,519	1,740,672,311	2,031,238,342	2,285,797,247	254,558,905	2,171,400,403	(114,396,844)
Intrafund Transfers	(147,683,334)	(159,793,254)	(196,422,775)	(208,317,066)	(11,894,291)	(187,542,181)	20,774,885
Net Appropriations	1,377,231,185	1,580,879,057	1,834,815,567	2,077,480,181	242,664,614	1,983,858,222	(93,621,959)
Contingencies/Dept Reserves	406,377,539	443,256,990	261,574,985	271,567,243	9,992,258	237,100,920	(34,466,323)
Non-General Fund Reserves	54,040,087	164,333,668	138,790,332	98,396,532	(40,393,800)	75,463,668	(22,932,864)
TOTAL REQUIREMENTS	1,837,648,811	2,188,469,715	2,235,180,884	2,447,443,956	212,263,072	2,296,422,810	(151,021,146)
AUTHORIZED POSITIONS							
Salary Resolution	5,062.0	5,182.0	5,276.0	5,369.0	93.0	5,371.0	2.0
Funded FTE	4,909.2	5,055.3	5,098.5	5,250.6	152.1	5,252.6	2.0

County of San Mateo
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	412,377,379	483,385,559	447,552,908	513,610,302	66,057,394	504,578,060	(9,032,242)
Licenses, Permits and Franchises	6,240,189	6,827,053	5,792,115	8,782,374	2,990,259	8,924,638	142,264
Fines, Forfeitures and Penalties	8,807,621	8,191,640	8,703,684	8,509,285	(194,399)	8,580,286	71,001
Use of Money and Property	7,455,059	9,815,317	7,308,017	8,570,903	1,262,886	8,527,302	(43,601)
Intergovernmental Revenues	403,414,709	412,355,939	451,281,683	463,110,104	11,828,421	455,066,169	(8,043,935)
Charges for Services	106,615,699	106,738,086	115,252,119	141,002,150	25,750,031	139,161,761	(1,840,389)
Interfund Revenue	60,246,693	52,585,606	57,661,380	72,383,655	14,722,275	72,248,072	(135,583)
Miscellaneous Revenue	25,715,138	31,867,424	33,717,439	36,496,713	2,779,274	36,027,738	(468,975)
Other Financing Sources	839,289	115,265,108	513,422	434,422	(79,000)	814,015	379,593
Total Revenue	1,031,711,778	1,227,031,731	1,127,782,767	1,252,899,908	125,117,141	1,233,928,041	(18,971,867)
Fund Balance	280,370,149	315,930,722	370,698,083	374,654,102	3,956,019	313,556,648	(61,097,454)
TOTAL SOURCES	1,312,081,926	1,542,962,453	1,498,480,850	1,627,554,010	129,073,160	1,547,484,689	(80,069,321)
REQUIREMENTS							
Salaries and Benefits	540,995,966	621,448,281	673,682,528	724,200,129	50,517,601	742,761,764	18,561,635
Services and Supplies	268,184,036	316,391,475	410,873,481	443,952,416	33,078,935	384,865,899	(59,086,517)
Other Charges	217,578,383	203,415,139	226,863,799	266,050,562	39,186,763	252,431,573	(13,618,989)
Fixed Assets	5,720,625	7,725,358	33,309,281	17,597,195	(15,712,086)	7,249,971	(10,347,224)
Other Financing Uses	103,773,579	188,093,684	156,397,657	169,166,191	12,768,534	148,692,960	(20,473,231)
Gross Appropriations	1,136,252,590	1,337,073,936	1,501,126,746	1,620,966,493	119,839,747	1,536,002,167	(84,964,326)
Intrafund Transfers	(145,669,610)	(157,595,853)	(196,042,533)	(206,545,124)	(10,502,591)	(185,763,239)	20,781,885
Net Appropriations	990,582,979	1,179,478,083	1,305,084,213	1,414,421,369	109,337,156	1,350,238,928	(64,182,441)
Contingencies/Dept Reserves	321,498,947	363,484,370	193,396,637	213,132,641	19,736,004	197,245,761	(15,886,880)
TOTAL REQUIREMENTS	1,312,081,926	1,542,962,453	1,498,480,850	1,627,554,010	129,073,160	1,547,484,689	(80,069,321)
AUTHORIZED POSITIONS							
Salary Resolution	3,952.0	4,056.0	4,135.0	4,220.0	85.0	4,222.0	2.0
Funded FTE	3,869.6	4,000.8	4,038.1	4,174.7	136.6	4,176.7	2.0

Criminal Justice General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		159,446	514,149	1,550,772	1,036,623	1,537,952	(12,820)
Licenses, Permits and Franchises	14,751	78,531	13,600	13,600		13,600	
Fines, Forfeitures and Penalties	8,045,224	7,277,316	7,651,436	7,305,359	(346,077)	7,305,742	383
Use of Money and Property	400						
Intergovernmental Revenues	115,107,921	113,791,770	140,941,887	139,001,144	(1,940,743)	135,468,144	(3,533,000)
Charges for Services	15,410,048	15,032,351	15,165,165	14,280,865	(884,300)	14,400,616	119,751
Interfund Revenue	4,244,522	4,570,978	3,907,660	5,800,757	1,893,097	5,854,934	54,177
Miscellaneous Revenue	2,774,736	2,703,782	2,143,733	2,049,381	(94,352)	2,049,381	
Other Financing Sources	63,121	21,150					
Total Revenue	145,660,723	143,635,324	170,337,630	170,001,878	(335,752)	166,630,369	(3,371,509)
Fund Balance	18,532,182	18,683,180	16,700,739	15,763,711	(937,028)	14,924,623	(839,088)
TOTAL SOURCES	164,192,905	162,318,504	187,038,369	185,765,589	(1,272,780)	181,554,992	(4,210,597)
REQUIREMENTS							
Salaries and Benefits	210,291,490	217,003,974	244,305,669	250,899,618	6,593,949	256,001,037	5,101,419
Services and Supplies	56,261,114	59,265,563	69,173,429	65,315,324	(3,858,105)	64,740,826	(574,498)
Other Charges	55,388,699	51,964,282	51,674,178	57,584,646	5,910,468	59,196,869	1,612,223
Fixed Assets	4,252,862	4,364,322	9,237,090	6,823,013	(2,414,077)	1,816,580	(5,006,433)
Other Financing Uses	2,415,087	9,121,197	9,192,544	9,486,634	294,090	35,468,560	25,981,926
Gross Appropriations	328,609,252	341,719,338	383,582,910	390,109,235	6,526,325	417,223,872	27,114,637
Intrafund Transfers	(19,545,978)	(20,400,831)	(20,625,961)	(21,265,932)	(639,971)	(21,129,541)	136,391
Net Appropriations	309,063,274	321,318,507	362,956,949	368,843,303	5,886,354	396,094,331	27,251,028
Contingencies/Dept Reserves	9,796,799	9,743,847	12,100,206	12,155,282	55,076	12,148,917	(6,365)
TOTAL REQUIREMENTS	318,860,073	331,062,353	375,057,155	380,998,585	5,941,430	408,243,248	27,244,663
NET COUNTY COST	154,667,168	168,743,849	188,018,786	195,232,996	7,214,210	226,688,256	31,455,260
AUTHORIZED POSITIONS							
Salary Resolution	1,222.0	1,247.0	1,311.0	1,325.0	14.0	1,326.0	1.0
Funded FTE	1,202.7	1,228.9	1,265.1	1,315.5	50.4	1,316.5	1.0

Health Services General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises		1,047,654	9,306,523	6,893,702	(2,412,821)	7,041,195	147,493
Fines, Forfeitures and Penalties	1,712,621	1,868,202	1,481,234	1,767,836	286,602	1,860,100	92,264
Use of Money and Property	529,309	635,386	1,034,248	1,185,426	151,178	1,256,044	70,618
Intergovernmental Revenues	126,294	180,661	190,323	287,775	97,452	287,775	
Charges for Services	119,402,418	125,032,630	120,653,201	128,665,553	8,012,352	128,046,028	(619,525)
Interfund Revenue	54,103,438	54,894,494	65,234,837	87,234,872	22,000,035	87,949,951	715,079
Miscellaneous Revenue	2,738,159	3,737,511	4,675,016	8,923,324	4,248,308	8,281,079	(642,245)
Total Revenue	18,080,298	20,435,830	26,868,137	28,570,188	1,702,051	28,321,196	(248,992)
Fund Balance	750,000						
TOTAL SOURCES	197,442,536	207,832,368	229,443,519	263,528,676	34,085,157	263,043,368	(485,308)
REQUIREMENTS							
Salaries and Benefits	126,059,464	135,661,878	161,124,231	175,770,521	14,646,290	181,785,541	6,015,020
Services and Supplies	86,196,801	89,635,893	102,748,082	113,398,711	10,650,629	110,451,631	(2,947,080)
Other Charges	53,666,468	46,002,693	49,495,760	63,675,889	14,180,129	61,943,805	(1,732,084)
Fixed Assets	7,580		335,253	77,500	(257,753)	513,391	435,891
Other Financing Uses	77,652,176	62,893,512	71,147,661	67,229,091	(3,918,570)	67,231,991	2,900
Gross Appropriations	343,582,490	334,193,976	384,850,987	420,151,712	35,300,725	421,926,359	1,774,647
Intrafund Transfers	(22,295,760)	(23,690,570)	(29,366,167)	(31,613,245)	(2,247,078)	(28,676,964)	2,936,281
Net Appropriations	321,286,730	310,503,406	355,484,820	388,538,467	33,053,647	393,249,395	4,710,928
Contingencies/Dept Reserves	3,879,340	4,388,992	2,625,436	2,564,991	(60,445)	2,635,991	71,000
TOTAL REQUIREMENTS	325,166,070	314,892,398	358,110,256	391,103,458	32,993,202	395,885,386	4,781,928
NET COUNTY COST	114,772,840	102,901,309	123,478,848	124,927,430	1,448,582	130,194,666	5,267,236
AUTHORIZED POSITIONS							
Salary Resolution	1,042.0	1,073.0	1,107.0	1,138.0	31.0	1,138.0	
Funded FTE	1,007.1	1,042.3	1,066.5	1,107.8	41.3	1,107.8	

Social Services General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues		1,674,303	4,528,868	4,598,362	69,494	4,420,994	(177,368)
Charges for Services	131,052,788	144,332,836	160,790,910	168,638,864	7,847,954	167,923,616	(715,248)
Interfund Revenue	1,539,232	2,291,531	3,420,244	3,207,836	(212,408)	3,207,836	
Miscellaneous Revenue	30,720	14,102	40,000	30,000	(10,000)	30,000	
Total Revenue	1,301,434	1,615,968	2,180,633	3,257,951	1,077,318	3,150,236	(107,715)
Fund Balance	133,924,175	149,928,740	170,960,655	179,733,013	8,772,358	178,732,682	(1,000,331)
TOTAL SOURCES	7,189,504	6,846,102	8,624,249	8,542,744	(81,505)	7,102,744	(1,440,000)
REQUIREMENTS							
Salaries and Benefits	85,578,234	93,269,088	109,276,713	115,665,371	6,388,658	119,517,523	3,852,152
Services and Supplies	37,826,817	46,084,339	61,890,359	67,279,692	5,389,333	63,794,258	(3,485,434)
Other Charges	62,155,495	62,140,377	70,458,244	69,887,146	(571,098)	70,822,888	935,742
Fixed Assets			190,887	20,000	(170,887)	100,000	80,000
Other Financing Uses	291,004	1,208,076	1,205,881	908,994	(296,887)	913,697	4,703
Gross Appropriations	185,851,550	202,701,879	243,022,084	253,761,203	10,739,119	255,148,366	1,387,163
Intrafund Transfers	(21,902,361)	(22,267,214)	(30,777,559)	(30,770,952)	6,607	(31,090,756)	(319,804)
Net Appropriations	163,949,189	180,434,666	212,244,525	222,990,251	10,745,726	224,057,610	1,067,359
Contingencies/Dept Reserves	6,041,050	5,731,102	7,009,249	7,102,744	93,495	6,678,544	(424,200)
TOTAL REQUIREMENTS	169,990,239	186,165,768	219,253,774	230,092,995	10,839,221	230,736,154	643,159
NET COUNTY COST	28,876,560	29,390,925	39,668,870	41,817,238	2,148,368	44,900,728	3,083,490
AUTHORIZED POSITIONS							
Salary Resolution	829.0	856.0	850.0	849.0	-1.0	848.0	(1.0)
Funded FTE	808.4	855.5	846.4	848.6	2.2	847.6	(1.0)

Community Services General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	36,854,964	42,368,989	59,350,558	92,260,726	32,910,168	85,272,032	(6,988,694)
Fines, Forfeitures and Penalties	6,961,864	7,328,849	6,602,012	7,021,451	419,439	7,071,451	50,000
Use of Money and Property	57,241	67,400	18,950	19,450	500	19,450	
Intergovernmental Revenues	8,215,600	8,211,217	7,710,411	8,032,693	322,282	8,222,017	189,324
Charges for Services	101,444,835	110,207,811	114,594,138	103,455,053	(11,139,085)	102,680,151	(774,902)
Interfund Revenue	25,527,474	27,320,986	27,106,231	28,847,056	1,740,825	29,450,217	603,161
Miscellaneous Revenue	40,140,805	39,615,420	55,369,056	57,213,897	1,844,841	53,640,394	(3,573,503)
Other Financing Sources	4,602,485	6,956,240	2,894,897	3,084,621	189,724	2,912,055	(172,566)
Total Revenue	20,809,557	117,765,007	68,263,511	133,846,954	65,583,443	93,740,203	(40,106,751)
Fund Balance	244,614,825	359,841,919	341,909,764	433,781,901	91,872,137	383,007,970	(50,773,931)
TOTAL SOURCES	120,871,365	134,101,958	236,055,313	225,538,127	(10,517,186)	156,429,153	(69,108,974)
REQUIREMENTS							
Salaries and Benefits	77,529,687	82,176,974	95,281,566	102,607,637	7,326,071	105,250,210	2,642,573
Services and Supplies	80,775,021	88,830,407	126,762,413	138,802,493	12,040,080	116,007,948	(22,794,545)
Other Charges	99,319,922	110,466,021	113,903,483	112,650,454	(1,253,029)	111,226,899	(1,423,555)
Fixed Assets	26,640,733	21,561,146	98,890,452	185,222,903	86,332,451	139,370,487	(45,852,416)
Other Financing Uses	5,511,617	11,221,610	11,178,542	48,323,985	37,145,443	33,128,150	(15,195,835)
Gross Appropriations	289,776,980	314,256,158	446,016,456	587,607,472	141,591,016	504,983,694	(82,623,778)
Intrafund Transfers	(44,926,356)	(42,587,660)	(47,009,270)	(55,571,150)	(8,561,880)	(48,669,790)	6,901,360
Net Appropriations	244,850,624	271,668,498	399,007,186	532,036,322	133,029,136	456,313,904	(75,722,418)
Contingencies/Dept Reserves	93,103,873	87,663,082	75,331,470	68,639,390	(6,692,080)	49,546,684	(19,092,706)
Non-General Fund Reserves	37,983,704	146,251,079	122,186,912	83,940,291	(38,246,621)	60,271,089	(23,669,202)
TOTAL REQUIREMENTS	375,938,201	505,582,660	596,525,568	684,616,003	88,090,435	566,131,677	(118,484,326)
NET COUNTY COST	10,452,011	11,638,782	18,560,491	25,295,975	6,735,484	26,694,554	1,398,579
AUTHORIZED POSITIONS							
Salary Resolution	659.0	672.0	675.0	692.0	17.0	693.0	1.0
Funded FTE	642.4	655.1	657.6	677.6	20.0	678.6	1.0

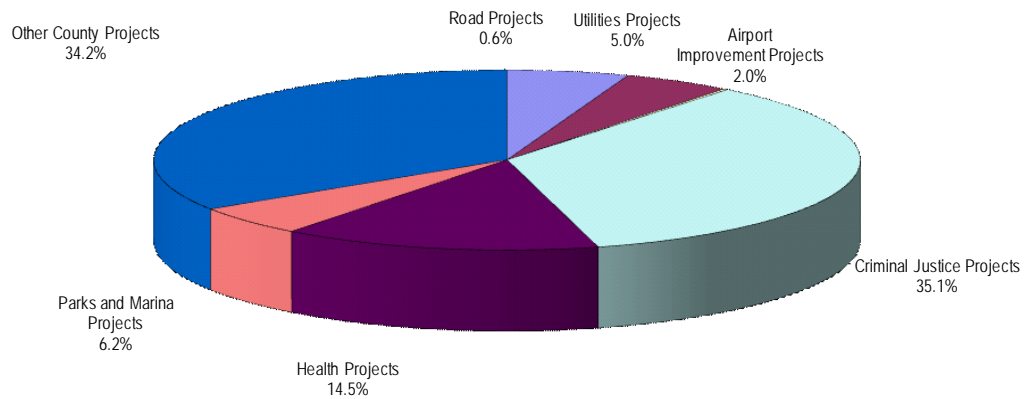
Administration and Fiscal General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	412,377,379	478,581,643	419,954,465	476,582,231	56,627,766	476,190,419	(391,812)
Licenses, Permits and Franchises	398,930	419,256	398,295	439,987	41,692	439,987	
Fines, Forfeitures and Penalties	178,031	212,806					
Use of Money and Property	6,161,190	8,467,867	5,979,111	7,140,014	1,160,903	7,208,783	68,769
Intergovernmental Revenues	24,663,323	15,442,059	13,160,768	14,268,023	1,107,255	11,291,472	(2,976,551)
Charges for Services	26,678,838	24,541,464	21,941,193	25,668,967	3,727,774	22,815,778	(2,853,189)
Interfund Revenue	27,190,149	17,740,558	15,726,977	22,412,895	6,685,918	22,213,198	(199,697)
Miscellaneous Revenue	1,893,789	4,776,510	653,103	832,609	179,506	832,537	(72)
Other Financing Sources	25,904	115,243,958	252,200	250,000	(2,200)	250,000	
Total Revenue	499,567,532	665,426,121	478,066,112	547,594,726	69,528,614	541,242,174	(6,352,552)
Fund Balance	237,345,357	280,283,220	333,909,117	338,425,644	4,516,527	281,892,459	(56,533,185)
TOTAL SOURCES	736,912,889	945,709,341	811,975,229	886,020,370	74,045,141	823,134,633	(62,885,737)
REQUIREMENTS							
Salaries and Benefits	72,818,401	125,633,792	99,681,905	116,346,864	16,664,959	117,716,600	1,369,736
Services and Supplies	61,239,950	96,594,743	137,382,143	145,220,624	7,838,481	102,589,305	(42,631,319)
Other Charges	18,249,716	13,565,659	23,668,553	40,401,036	16,732,483	23,415,082	(16,985,954)
Fixed Assets	1,401,085	3,268,821	19,777,875	4,542,608	(15,235,267)	2,985,000	(1,557,608)
Other Financing Uses	23,405,831	114,011,044	73,905,037	90,621,812	16,716,775	44,157,116	(46,464,696)
Gross Appropriations	177,114,983	353,074,059	354,415,513	397,132,944	42,717,431	290,863,103	(106,269,841)
Intrafund Transfers	(46,113,430)	(59,525,077)	(80,722,113)	(83,820,606)	(3,098,493)	(66,836,515)	16,984,091
Net Appropriations	131,001,552	293,548,982	273,693,400	313,312,338	39,618,938	224,026,588	(89,285,750)
Contingencies/Dept Reserves	297,142,757	339,485,493	168,554,834	185,434,393	16,879,559	170,629,841	(14,804,552)
TOTAL REQUIREMENTS	428,144,310	633,034,475	442,248,234	498,746,731	56,498,497	394,656,429	(104,090,302)
NET COUNTY COST	(308,768,579)	(312,674,866)	(369,726,995)	(387,273,639)	(17,546,644)	(428,478,204)	(41,204,565)
AUTHORIZED POSITIONS							
Salary Resolution	499.0	503.0	486.0	502.0	16.0	503.0	1.0
Funded FTE	493.2	500.0	482.5	498.9	16.4	499.9	1.0

Capital Projects Summary All Funds

Capital Projects Budget by Function FY 2015-16



Capital Improvement Projects Budget	FY 2015-16	FY 2016-17
Road Construction and Maintenance Projects	9,834,500	11,611,000
Utilities Projects		
Sewer Maintenance / Sanitation Projects	6,754,000	
Flood Control Projects	2,000,000	1,500,000
Airport Improvement Projects	382,000	
Capital Projects Fund		
Criminal Justice Projects	61,989,536	28,178,078
Health Projects	25,686,467	40,600,000
Parks and Marina Projects	9,516,289	6,510,000
Other County Projects	60,390,171	46,926,409
TOTAL CAPITAL IMPROVEMENT PROJECTS - ALL FUNDS	176,552,963	135,325,487

Capital Projects Summary

Capital Improvement Program Fiscal Year 2015-16

The proposed Capital Improvement Program (CIP) for Fiscal Year 2015-16 is hereby submitted pursuant to Section 2.16.120 of the San Mateo County Ordinance Code. The CIP includes one-time outlay of funds for construction, structural improvements, and non-structural renovations to County-owned facilities. 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. This summary provides a brief overview of the County's Capital Improvement Program.

The County also utilizes a five-year Facilities Capital Plan, which serves 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. At the time of the adopted budget, the County will publish a Five-Year Facilities Capital Plan, detailing all projects in the upcoming CIP, as well as proposed projects for future years.

Large scale projects may extend over several fiscal years. This Capital Projects Summary reflects only the County's financial commitment for FY 2015-16. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category. All projects submitted for inclusion in the FY 2015-16 CIP were reviewed by an evaluation team comprised of representatives from the Department of Public Works, the County Manager's Office, and customer departments.

Capital Projects Budget Unit Overview

The Capital Projects Budget Unit (8500D) contains 374 projects, including 252 new projects, representing a total cost of \$156,311,463 in FY 2015-16 and \$121,594,487 in FY 2016-17. Not included in the table above, the Maple Street Correction Center is scheduled for completion in November 2015. Construction of the \$165 million project is fully funded with lease revenue bonds.

Significant Projects Completed in Fiscal Year 2013-14 and Fiscal Year 2014-15

Parks Department Remodel

In September 2013 the San Mateo County Parks Department was transitioned from being a division of the Department of Public Works to a stand-alone department. Plans were developed to move the new department back to its former space in 455 County Center, Fourth Floor. The new plan called for abatement of asbestos material in the ceiling, new fireproofing, and reconfiguration of the workspace featuring a number of innovative workspace concepts developed since the County's adoption of the 2011 Facilities Master Plan.

Construction began in February 2014. Demolition took the space down to the studs. Insulation, flooring, fireproofing, window coverings were removed; the space was sealed and all asbestos-containing materials were abated. New fireproofing was applied to the ceiling; a new linear air circulation system was installed. An overhead LED lighting system capable of adjusting lighting levels relative to daylight levels and shading conditions from the natural light through the windows was installed. In addition, new automated shades were installed in each window bay. The shades allow users to adjust the shades with the touch of a button depending on the intensity of the sun.

The office was created with modular office wall construction "DIRTT walls" which consists of reusable panels with optional finishes and components. The product is a "green" alternative to hard wall construction, is insulated with recycled denim to reduce sound transfer and can be fitted with useful components such as white board, tack board or computer monitor. Unlike drywall construction, the DIRTT wall can be re-used if the space is remodeled or re-configured.

The low rise cubicle panels create a collaborative work environment, while still allowing enough privacy to engage in a phone call. The shared storage spaces allow the office to develop operational changes to encourage centralized storage and information sharing rather than multiple individuals storing of shared resources. The elimination of excess paper may also reduce the presence of allergens resulting from deteriorating paper products.

New furniture embraces the new ergonomic standards, with “sit-stand” adjustable height tables, keyboard trays, ergonomic chairs and monitor arms for single or double monitors, modular office wall construction – reusable panels with optional finishes and components.

Renovation of Camp Glenwood

This \$3 million project renovated Camp Glenwood, both interior and exterior, including all dorms, kitchen/dining, classrooms, training rooms, administration, as well as resurfacing the basketball court. The project was accomplished in phases beginning in 2011 and was completed in 2015. Site improvements also eliminated long term drainage issues and improved ADA accessibility. Building exteriors were also painted.

Significant Long-term Projects

Cordilleras Mental Health Center

Cordilleras Center is a County-owned 117 bed psychiatric facility serving seriously mentally ill residents that is managed by the Health System, Division of Behavioral Health and Recovery Services (BHRS) through an agreement with Telecare Corporation. The building, which was designed as a hospital for tuberculosis patients decades ago, is deteriorating and expensive to maintain. BHRS believes that replacing Cordilleras with a campus comprised of smaller facilities has the potential for up to 50% federal reimbursement, and will also provide for more effective programs for seriously mentally ill residents so that they can successfully transition back to community living. The estimated cost of constructing this new facility is \$85 million (Measure A/Bond funded) and is projected for completion by Winter 2019/2020.

On November 18, 2014, the Board of Supervisors accepted the Feasibility Study for the replacement of the facility. The Department of Public Works retained HGA Architects for the development of design bridging documents that will be included in the Request for Qualification and Request for Proposal documents for building construction. The Health System is confirming the programming with the stakeholders as part of the ongoing development of the bridging documents. Site investigations are underway to meet the CEQA requirements and identify accessible non-intrusive areas for geo-tech testing.

Public Safety Dispatch/OES Facility

A new County Emergency Operations Center at the Redwood City County Center is proposed off of Winslow Street on land currently occupied by the Motor Pool. The Center would house Public Safety Dispatch, the Office of Emergency Services, an Emergency Operations Center, and the County Data Center. Currently, none of these critical operations are located in a building constructed to “essential services” standards. The new facility would meet these standards and be designed and constructed so that it will remain operational or available for immediate occupancy after a major earthquake. The estimated cost of constructing this new building is \$35 million (Measure A funded) and is projected to be completed by Fall 2017.

The Board of Supervisors (BOS) on November 18, 2014 approved bridging documents prepared by MWA Architects and directed Public Works to proceed with preparing and issuing two-step Requests for Qualifications and Proposals (RFQ-P) as required by SB785. As a result, Public Works issued the RFQ for Design Build Entities and received three responses, which are now in the proposal phase. The BOS on April 14th approved the CEQA document for PD/EO/DC

and the new Motor Pool sites. Work is in progress and efforts are continuing to expedite the relocation of Motor Pool from County Government Center to Grant Yard by late Summer 2015.

Animal Control Shelter

The Animal Care Shelter is currently located at 12 Airport Blvd., San Mateo, CA. The replacement shelter (approx. 28,000 square feet) will be built on the same parcel as the existing facility and designed at a minimum to be LEED Certified.

The project will include demolition, site preparation, utilities, site work, infrastructure, parking, and landscaping to provide for a complete and functional facility that includes: public receiving, domestic animal holding, farmed animal holding, spay/neuter clinic, and administrative offices. The estimated cost of constructing this replacement shelter is \$20 million (General Fund Reserves funded).

Public Works is scheduled to complete bridging documents by Summer 2015 and is currently working with the CEQA consultant to meet the environmental requirements.

Skylonda Fire Station Replacement

The County owns the property and buildings comprising the Skylonda Fire Station No. 58 located at 17290 Skyline Boulevard in Woodside, CA, providing fire protection services for Kings Mountain, La Honda, Upper Woodside, and Skyline Boulevard.

The County intends to build a replacement Fire Station Barracks/Office Building at the existing site that will consolidate the functions and operations of two existing structures into a single building. A new primary vehicular access connection will be provided on Skyline Boulevard to facilitate improved traffic sight-lines and vehicle turning movements. The estimated cost of constructing this replacement fire station is \$8.1 million (Measure A/Bond funded).

Public Works has completed bridging documents and an RFQ has been issued for Design-Build entities.

Pescadero Fire Station Replacement

This project involves the replacement and relocation of County Fire Station #59 – Pescadero. This project demolishes and replaces the existing barracks and apparatus building to a site (to be determined) in the vicinity of Pescadero, east of Butano Creek. The condition of the building is deteriorating and the existing barracks are in a floodplain and are threatened annually with interior flooding. Additionally, seasonal flooding of the adjacent Butano Creek hinders the fire personnel's quick access to the Pescadero Community. The estimated cost of \$8 million (Measure A funded) to construct the new fire station includes demolishing and replacing the existing building but does not include the cost of land, if a new site is required, nor significant earthwork.

The project design is on hold pending outcome of the ongoing community engagement process and further investigation of possible sites.

County of San Mateo

All Funds

FY 2015-16 and FY 2016-17 Revenues by Type

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Property Taxes - General Fund	183,602,873	204,190,719	213,531,951	222,913,937	9,381,986	232,867,917	9,953,980
Property Taxes - Non-General Fund	12,114,929	12,633,767	11,861,519	12,780,089	918,570	13,239,846	459,757
Property Taxes - Supplemental	5,612,111	8,456,508	4,695,284	4,741,215	45,931	4,787,605	46,390
Former RDA Other Revenues	10,238,813	7,567,112	5,599,921	7,095,587	1,495,666	7,095,587	
Property Transfer Tax	6,724,205	8,746,776	6,447,057	8,166,116	1,719,059	8,411,099	244,983
Return of Property Tax (Excess ERAF)	99,287,980	109,138,126	40,000,000	55,000,000	15,000,000	55,000,000	
Property Tax In-Lieu of VLF	72,439,966	80,621,856	79,445,920	89,575,580	10,129,660	94,054,359	4,478,779
Property Tax In-Lieu of Sales Tax	6,232,754	8,980,671	7,534,085	5,067,364	(2,466,721)		(5,067,364)
Sales and Use Taxes	18,818,073	18,716,843	19,233,877	20,718,636	1,484,759	26,611,152	5,892,516
Measure A Sales Tax		23,954,141	67,478,268	113,201,654	45,723,386	91,474,096	(21,727,558)
Half-Cent Transportation Taxes	2,137,072	2,236,259	1,865,199	1,865,199		1,865,199	
Transient Occupancy Tax	1,242,315	1,327,181	1,292,504	1,380,799	88,295	1,408,415	27,616
Other Taxes (includes Teeter)	10,257,937	14,448,810	13,846,055	16,386,782	2,540,727	16,706,482	319,700
Taxes	428,709,028	501,018,769	472,831,640	558,892,958	86,061,318	553,521,757	(5,371,201)
Building Permits	2,189,257	2,303,812	2,091,366	2,275,331	183,965	2,275,331	
Development and Zoning Permits	1,619,949	1,944,038	1,424,038	1,674,565	250,527	1,791,673	117,108
Franchise Fees	3,639,621	3,691,225	3,447,171	3,561,337	114,166	3,561,337	
Other Licenses and Permits	1,639,338	1,755,762	1,532,566	1,731,641	199,075	1,756,797	25,156
Licenses, Permits and Franchises	9,088,165	9,694,837	8,495,141	9,242,874	747,733	9,385,138	142,264
Court Fines and Forfeitures	10,128,355	9,663,870	10,657,698	10,455,210	(202,488)	10,473,617	18,407
Other Penalties and Forfeitures	1,130,978	810,012	565,000	565,200	200	565,200	
Fines, Forfeitures and Penalties	11,259,333	10,473,882	11,222,698	11,020,410	(202,288)	11,038,817	18,407
Interest Earnings	3,920,743	4,556,948	3,783,087	5,557,113	1,774,026	5,583,015	25,902
Other Investment Income	2,738,384	2,849,115	2,759,097	2,786,688	27,591	2,814,555	27,867
Rents and Concessions	4,212,209	6,262,194	4,070,794	4,100,928	30,134	4,305,252	204,324
Use of Money and Property	10,871,336	13,668,257	10,612,978	12,444,729	1,831,751	12,702,822	258,093
Realignment	112,213,669	112,552,918	114,901,276	123,156,385	8,255,109	124,193,182	1,036,797
Prop. 172	60,764,098	69,495,248	70,827,961	79,378,980	8,551,019	72,353,754	(7,025,226)
Social Services Programs	82,669,021	97,449,674	108,703,003	116,189,740	7,486,737	115,747,825	(441,915)
Housing Services	6,414,484	7,268,738	7,777,796	5,110,174	(2,667,622)	5,099,140	(11,034)
Behavioral Health & Recovery Svcs.	32,545,397	36,308,407	36,388,324	39,785,834	3,397,510	39,893,180	107,346

County of San Mateo
All Funds

FY 2015-16 and FY 2016-17 Revenues by Type

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Public Health Services	8,655,883	9,141,217	9,215,578	8,086,201	(1,129,377)	8,207,498	121,297
Family Health Services	11,654,559	13,484,969	13,834,105	13,961,465	127,360	14,092,221	130,756
San Mateo Medical Center	73,050,895	66,390,185	22,446,759	41,638,637	19,191,878	32,077,039	(9,561,598)
Other Federal and State Aid	124,432,844	110,419,462	133,117,607	118,631,594	(14,486,013)	116,198,994	(2,432,600)
Intergovernmental Revenues	512,400,850	522,510,818	517,212,409	545,939,010	28,726,601	527,862,833	(18,076,177)
General Government Services	23,844,640	19,775,182	18,227,592	21,130,279	2,902,687	18,279,806	(2,850,473)
Public Safety Services	20,080,838	20,258,540	19,860,088	19,835,149	(24,939)	20,083,658	248,509
Planning and Building Services	1,701,126	2,013,918	1,592,532	1,800,048	207,516	1,800,048	
Park Services	2,403,017	2,951,536	2,688,764	2,741,000	52,236	2,741,000	
Behavioral Health & Recovery Services	35,995,027	34,325,630	40,011,163	55,594,188	15,583,025	55,853,188	259,000
Public Health Services	1,444,938	1,904,800	2,872,055	3,631,045	758,990	3,632,481	1,436
Family Health Services	3,238,986	3,197,935	4,512,546	5,704,898	1,192,352	5,707,310	2,412
San Mateo Medical Center	94,241,558	107,832,375	178,703,133	183,314,231	4,611,098	201,705,068	18,390,837
Other Health Services	11,230,474	13,208,293	15,241,488	19,394,049	4,152,561	19,852,646	458,597
Sanitation Services	13,616,303	14,210,515	14,884,390	15,760,181	875,791	16,179,006	418,825
Other Charges for Services	9,273,347	11,709,884	12,635,052	13,315,759	680,707	13,362,255	46,496
Charges for Services	217,070,254	231,388,608	311,228,803	342,220,827	30,992,024	359,196,466	16,975,639
Interfund Revenue	92,244,395	71,703,734	85,654,741	99,427,908	13,773,167	95,428,138	(3,999,770)
Interfund Revenue	92,244,395	71,703,734	85,654,741	99,427,908	13,773,167	95,428,138	(3,999,770)
Tobacco Settlement	6,120,912	9,485,903	6,448,055	6,837,617	389,562	6,403,888	(433,729)
Foundation Grants	12,297,501	11,848,569	6,711,461	7,513,998	802,537	7,140,129	(373,869)
Housing Loan & Project Cost Reimb	572,184	1,006,228	968,792	991,641	22,849	869,445	(122,196)
Other Misc. Revenue	15,250,108	25,980,014	27,179,178	27,997,410	818,232	28,093,126	95,716
Miscellaneous Revenue	34,240,705	48,320,714	41,307,486	43,340,666	2,033,180	42,506,588	(834,078)
Operating Transfers - Capital Projects	17,922,511	22,852,077	60,845,409	127,135,144	66,289,735	89,680,332	(37,454,812)
Operating Transfers - Debt Service	18,367,412	30,710,550	30,226,644	30,612,604	385,960	56,497,038	25,884,434
Operating Transfers - Medical Center	77,057,629	62,380,328	63,068,265	58,868,082	(4,200,183)	58,868,082	
Other Financing Sources	3,726,071	207,168,039	7,670,302	6,961,810	(708,492)	4,309,871	(2,651,939)
Other Financing Sources	117,073,623	323,110,994	161,810,620	223,577,640	61,767,020	209,355,323	(14,222,317)
Total Revenue	1,432,957,689	1,731,890,613	1,620,376,516	1,846,107,022	225,730,506	1,820,997,882	(25,109,140)

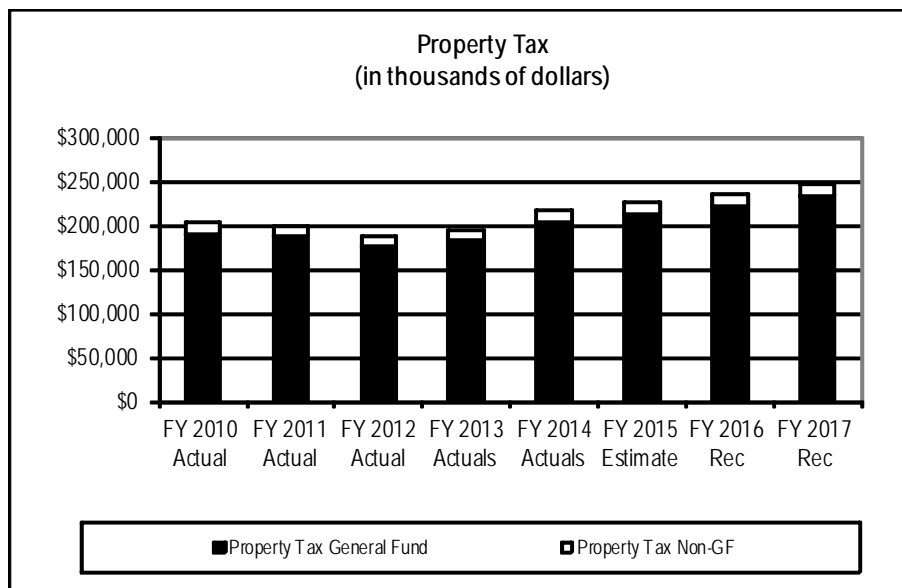
Explanation of Major Revenue Sources:

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.

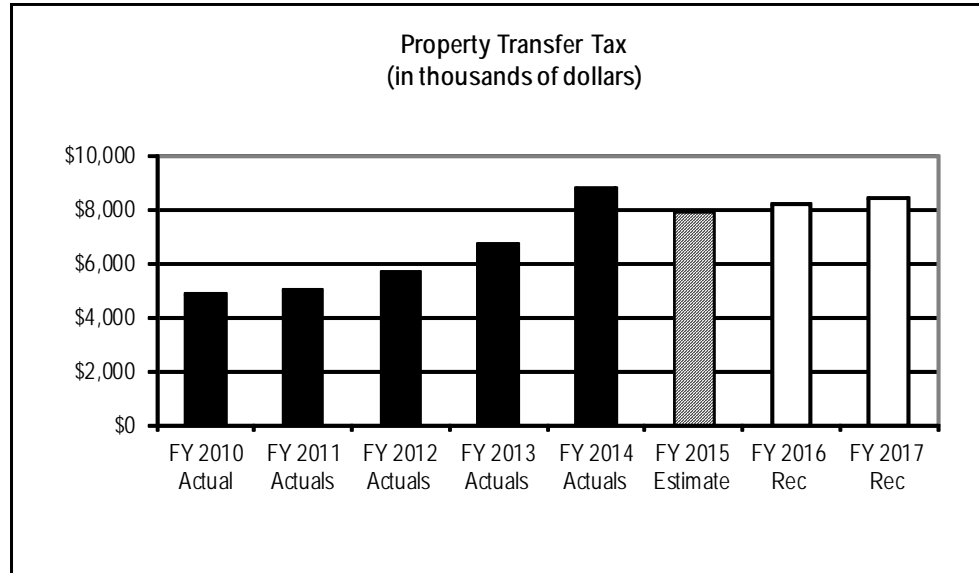
Secured property tax is the County's largest discretionary General Fund revenue source. After seven years of 7% annual growth, from FY 2002-03 through FY 2008-09, secured property tax revenue slowed significantly beginning with FY 2009-10 and continuing through FY 2011-12. Due to the economic recovery and increased activity in the local housing market, the secured roll grew 3.2% in FY 2012-13, 6.23% in FY 2013-14 and 5.82% in FY 2014-15. The County is projecting 5% growth for Fiscal Years 2015-16 and 2016-17. A 1% increase in the secured roll generates approximately \$3.1 million in General Fund discretionary income, when including Property Tax In-Lieu of VLF growth, which mirrors secured roll growth. It should be noted the secured property tax growth is further enhanced as parcels that received Prop. 8 reductions are reassessed and the reduced values on the roll are recaptured.

About 85 percent of unsecured property tax is generated from businesses at San Francisco International Airport. Because of increased activity at the Airport, unsecured property tax revenue has averaged 3.1% growth the past three years. Since this revenue source is fairly volatile, the County is conservatively projecting 1% growth for Fiscal Years 2015-16 and 2016-17.



Property Transfer Tax

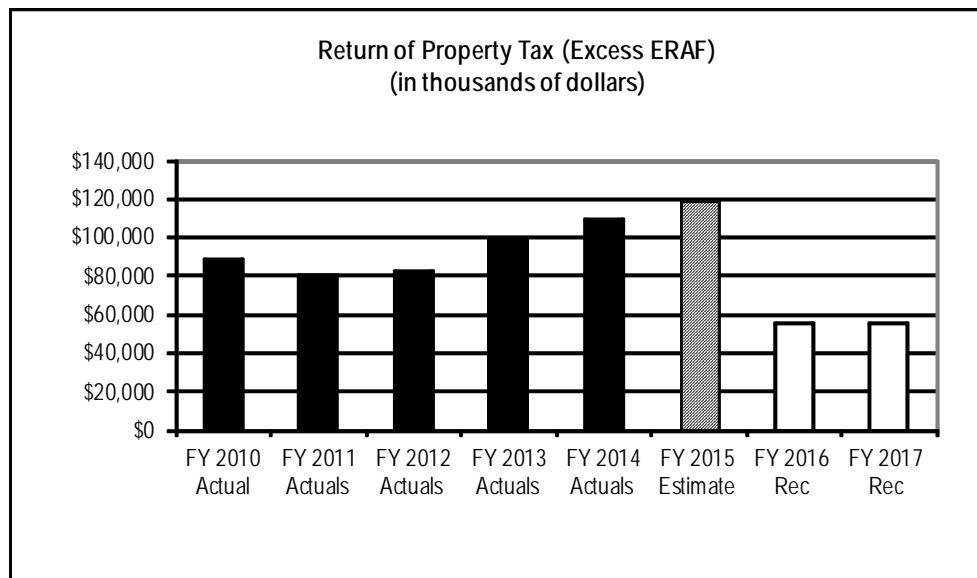
Property Transfer Tax revenue grew by 81.1% between Fiscal Years 2009-10 and 2013-14 due to increased activity in the housing market and higher home prices. However, reduced transaction activity largely brought on by the higher home prices has resulted in a projected decline of 9.4% in FY 2014-15. This revenue source is expected to stabilize with growth of 3% projected for Fiscal Years 2015-16 and 2016-17.



Return of Local Property Tax (Excess ERAF)

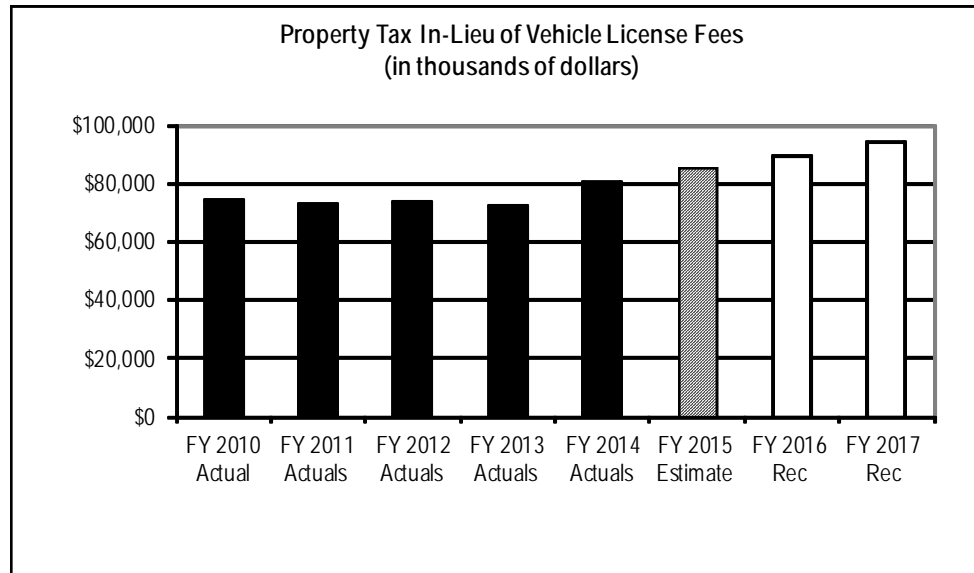
Pursuant to Revenue and Taxation Code sections 97.2 and 97.3, property tax contributions made by the County to the Education Revenue Augmentation Fund (ERAF) in excess of mandated school funding levels are returned to the taxing entities in the county. Over the past ten fiscal years, the County has received \$896.6 million from this revenue source, including \$119 million in FY 2014-15. Ninety-six percent of the County's share is apportioned to the General Fund. In January 2012 the Board of Supervisors directed the County Manager to use 50% of Excess ERAF on an ongoing basis, beginning with the FY 2012-13 budget. ERAF reserves will continue to be used for one-time purposes, such as paying down unfunded actuarial liabilities, reducing debt, and funding capital improvement projects. When budgeting Excess ERAF, the County conservatively only appropriates the undistributed prior year ERAF reserves.

The Governor's School Finance Reform Plan that took effect in FY 2013-14 has had an adverse impact on Excess ERAF property taxes. The increase in the State's minimum funding requirements for school districts has reduced the amount of Excess ERAF returned to the County, cities, and special districts. However, due to a modification to the Excess ERAF reserves policy there was a one-time release of additional funds in FY 2014-15. Despite that one-time occurrence, the County believes that under the new school funding formula, Excess ERAF will see real reductions in the future. As a result, despite averaging \$109.1 million over the past three years, the County remains conservative in its approach to budgeting this revenue source. Accordingly, approximately one-half or \$55 million is appropriated for Fiscal Years 2015-16 and 2016-17.



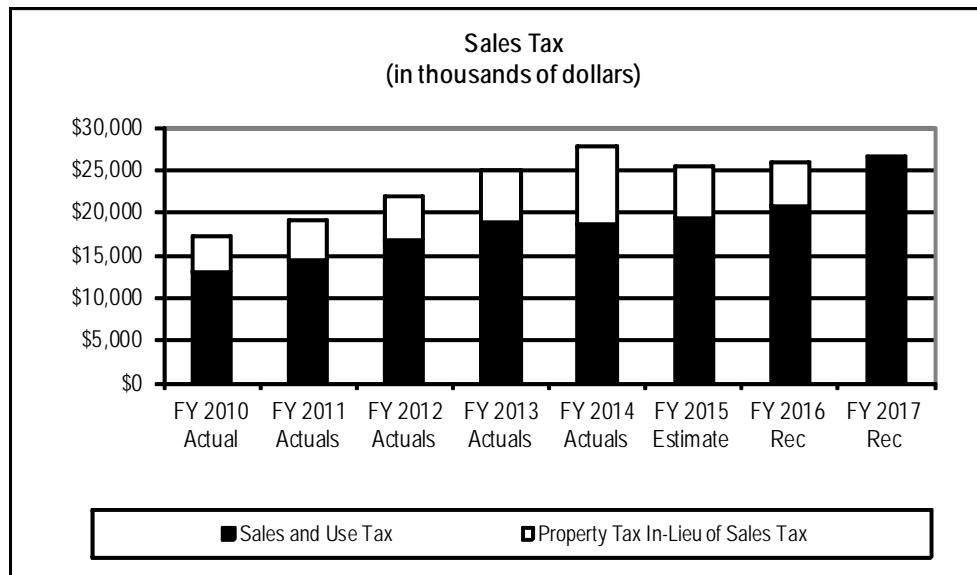
Property Tax In-Lieu of Vehicle License Fees

Property Tax In-Lieu of Vehicle License Fees generally tracks with growth in the secured tax roll. Due to the economic recovery and increased activity in the local housing market, the secured roll grew 3.2% in FY 2012-13, 6.23% in FY 2013-14 and 5.82% in FY 2014-15. As with secured property tax, the County is projecting 5% growth for Fiscal Years 2015-16 and 2016-17.



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

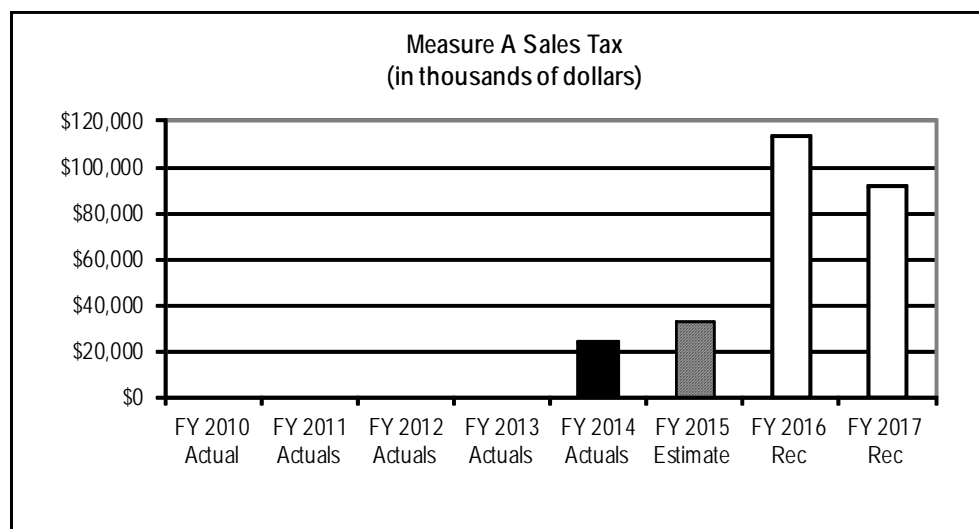
As the County rebounded from the recession, it experienced double digit sales and use tax growth from FY 2011-12 through FY 2013-14. Growth has largely flattened out in FY 2014-15 partly due to one-time adjustments in FY 2013-14. Pursuant to the Triple Flip, which the State implemented in FY 2004-05 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. The County experienced a significant Triple Flip increase in FY 2013-14 due to a one-time reimbursement from the State for a funding short fall that occurred in prior years due to insufficient funds in the Educational Revenue Augmentation Fund to make the statutory distributions. The amounts appropriated in Fiscal Years 2014-15 and 2015-16 align with the expected revenues for those years. This budget assumes the Triple Flip unwind is completed in FY 2015-16 and that the entire Bradley-Burns 1% sales tax is reflected in FY 2016-17. Overall, sales and use tax growth of 3% is projected for Fiscal Years 2015-16 and 2016-17.



Measure A Sales Tax

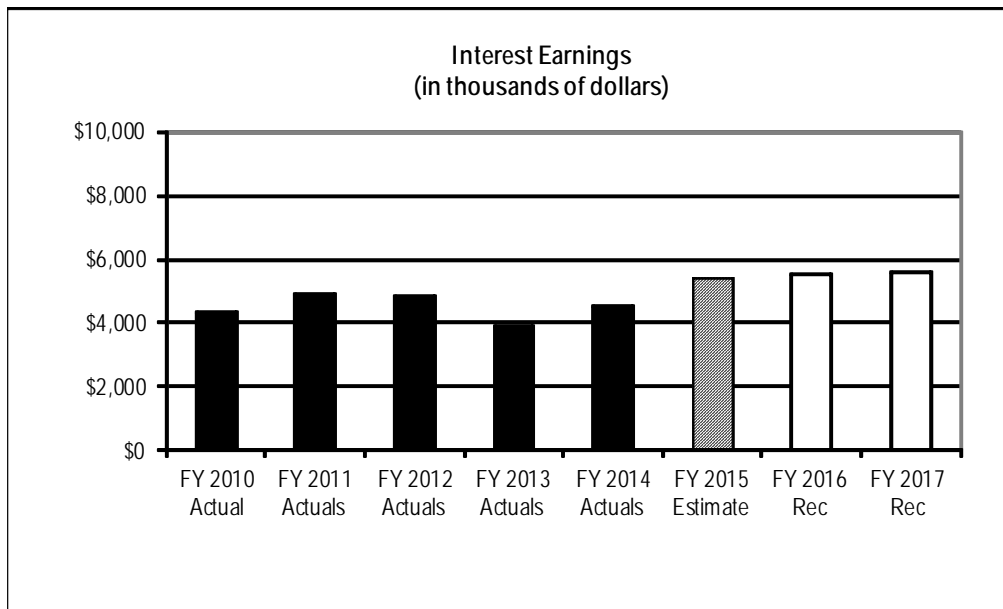
In November 2012 the voters of San Mateo County passed a half-cent sales tax for 10 years officially titled Measure A. The measure passed 65.4% to 34.6%. The tax took effect on April 1, 2013. The County has and will continue to use these funds to address quality of life issues, including child abuse prevention; increased health care access for low-income children/seniors/disabled; increased services to veterans; replacement and maintenance of critical facilities and equipment, including 911 dispatch, emergency response, and fire prevention; new and/or expanded after-school library reading/homework programs; and keeping parks open. At the time the initiative passed it was believed that the tax would generate approximately \$68 million per year.

Due to the strong economy the County is currently experiencing, the revenues generated have far exceeded original projections. In FY 2013-14, the first full year the tax was in effect, Measure A generated \$75.6 million and is projected to generate \$79.7 million in FY 2014-15. However, not all of the funding had been appropriated, and due to the required ramp up time of some of the funded initiatives, the County anticipates that Measure A reserves will reach \$100 million by the end of FY 2014-15. (Similar to the Public Safety Sales Tax, the County appropriates this funding source based on the amounts allocated for initiatives vetted and approved by the Board of Supervisors.) Measure A funded initiatives totaling \$204.7 million are appropriated in Fiscal Years 2015-16 and 2016-17 using a combination of projected Measure A revenues of \$166.5 million and prior year reserves of \$38.2 million.



Interest Earnings and Other Investment Income

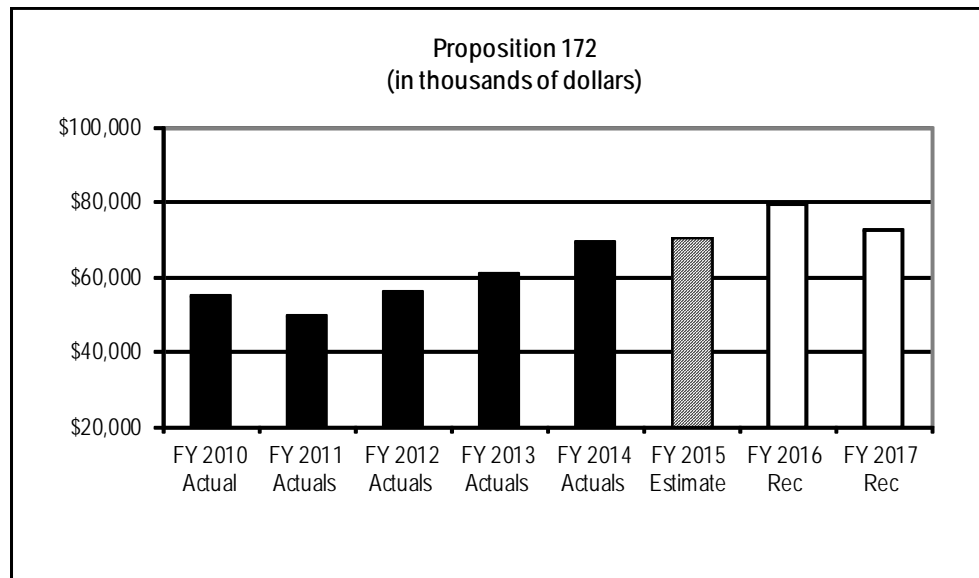
This revenue source includes the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Following Lehman Brothers' bankruptcy in 2008, the County updated its Investment Policy in order to minimize risks, create greater diversification and improve the safety and stability of pooled funds. The more conservative investment approach has yielded earnings of less than 1% per annum. (It should be noted that over the past three years the County has recouped nearly 46% of the Lehman loss through law suits and bankruptcy proceedings.) Due to a healthy fund balance, interest earnings for FY 2014-15 are expected to increase 19.6%, even though the rate of return remains below 1%. However, with the anticipated spend down of reserves for several one-time capital and IT projects over the next two years, the County has conservatively budgeted 1% growth for Fiscal Years 2015-16 and 2016-17.



Public Safety Half-Cent Sales Tax (Proposition 172)

The County began receiving revenue from this half-cent sales tax in FY 1993-94 after the ballot initiative passed. For several 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 based on each counties' proportional share of statewide sales. This factor is applied against monthly sales tax receipts in the current year for distribution to counties.

Public Safety Sales Tax revenues declined 23.2% over an eight year period from a high of \$71.5 million in FY 2001-02 to \$54.9 million in FY 2009-10. During those years where the revenue was less than the appropriated amount, the County backfilled the public safety departments with General Fund reserves. As a result of those revenue shortfalls, the County began to conservatively budget this revenue source in FY 2010-11. Beginning with FY 2010-11, the chart below reflects the appropriated allocation, not the actual receipts. From FY 2010-11 through FY 2013-14 the County allocated \$27.8 million less than it received. Likewise, for FY 2014-15 the County allocated \$70.8 million but projects to receive \$75.8 million. It is estimated that the Trust Fund reserves will approximate \$33 million by the end of FY 2014-15. The increased allocation to \$79.4 million in FY 2015-16, which exceeds projections by \$2 million, is largely due to the one-time outlays totaling \$5.5 million to replace the Probation Department's Case Management System and create a Criminal Justice Information (CJI) portal by which information can be shared among the County public safety departments, the Superior Court and local police. Future reserves may be used for any number of public safety initiatives, including the new Maple Street Correctional Center scheduled to open in the Spring of 2016, a Public Safety Dispatch / Emergency Operations / Data Center currently in the planning stages, and replacement of the County's radio system.

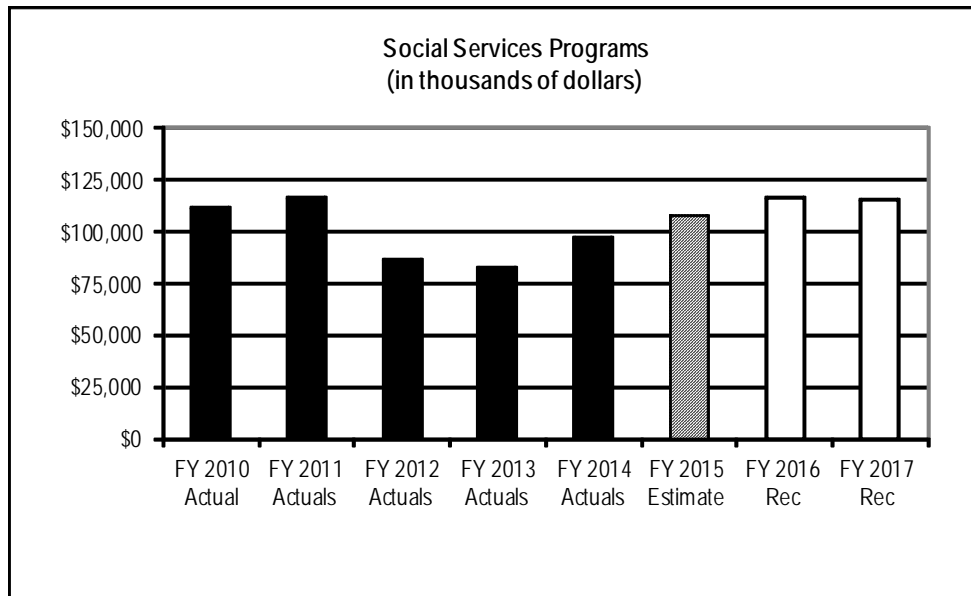


Social Services Programs

The Federal and State revenues are matched with County funding to provide social services to all eligible residents in San Mateo County, including eligibility determination for federal, state and local public assistance programs (health insurance enrollment, CalFresh, CalWORKs, General Assistance, Cash Assistance Program for Immigrants), Child Welfare Services, Foster Care, CalWORKs employment services and safety net services. All of the services provided by the Human Services Agency support the County's vision for a prosperous community for all residents.

There is a net increase of \$7,486,737 in FY 2015-16 in this funding source due to increases of \$5,007,911 in Medi-Cal and CalFresh Eligibility administration; \$1,479,633 in CalWORKs Employment services administration; \$1,221,710 in Child Welfare Services; and \$15,620 in Homeless and Safety Net. These increases are offset by reductions of \$50,000 in Vocational Rehabilitation Services (VRS); and \$188,137 in Child Care Stage One.

In FY 2016-17 there is a net decrease of \$441,915 in this funding source due to decreases of \$760,065 in Medi-Cal and CalFRESH and \$125,410 in Child Welfare Services. These decreases are offset by increases of \$380,013 in CalWORKs employment services; 34,872 in Stage one Child Care; and 28,675 in Homeless and Safety Net.



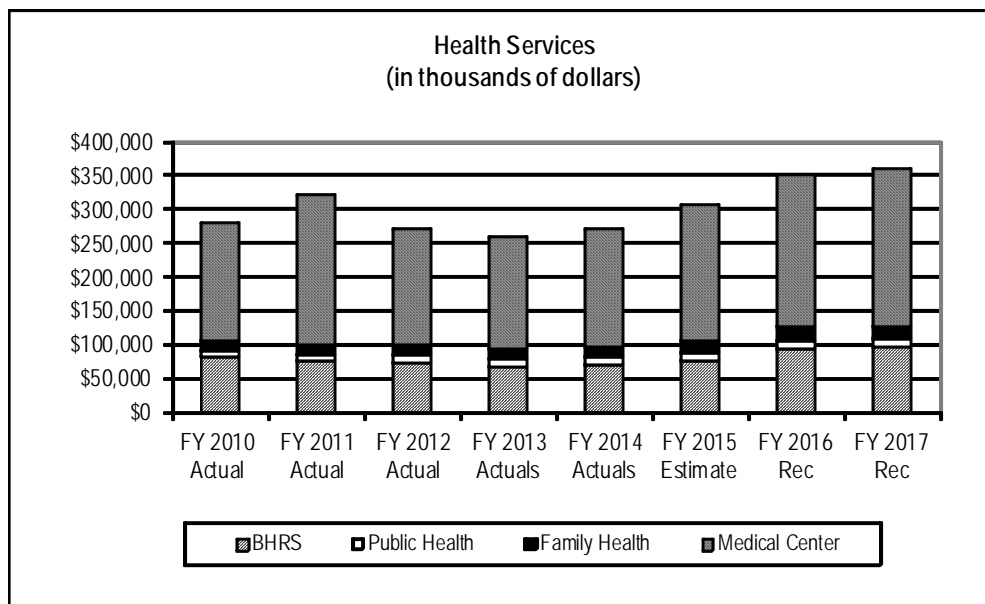
Health Services Programs

Behavioral Health and Recover Services - An increase in intergovernmental revenue includes \$3,171,120 in Mental Health Services Act, and realignment increases of \$1,273,692 in 1991 Realignment and \$422,573 in 2011 Realignment. Medi-Cal Federal Financial Participation is increased by \$5,343,225 through increased services and improved reimbursement rates. Capitated payments from the Health Plan of San Mateo increased by \$10,496,123 to fund services for Medi-Cal expansion.

Public Health - A net decrease of \$1,129,377 in non-Realignment intergovernmental revenue includes decreases of \$86,272 in State Tuberculosis Special Needs grant award, \$375,000 in project-based revenues from California's Delivery System Reform Incentive Payments (DSRIP), \$291,477 in contributions from cities for payment of the contract with the Peninsula Humane Society, \$392,389 in Ryan White, HIV Surveillance, and Housing Opportunities for People With AIDS (HOPWA) grants; partially offsetting these reductions are increases of \$15,761 in Ryan White Supplemental grant. There is a \$121,297 increase in the FY 2016-17 animal control budget from city contributions based on cost projections for a contractually agreed upon system evaluation consultant. Charges for Services revenue are increased by \$758,990 due to projected increases of \$632,133 in Federally Qualified Health Center (FQHC) revenue, \$74,519 in Public Health Laboratory revenue for services provided, \$42,000 in humane services fees for animal control veterinary and sheltering costs, and \$17,836 miscellaneous adjustments.

Family Health Services - A net increase of \$219,509 in non-Realignment intergovernmental revenue is due to a one time increase to Nurse Family Partnership funding of \$130,000 and an increase to California Children's Services revenue of \$133,670, offset by minor increases and decrease to various state grants and subventions resulting in an overall decrease of \$44,161. Charges for Services revenues are increased by \$1,192,352 due to increases in Medical Administrative Activities (MAA) and Targeted Case Management (TCM) program revenues.

San Mateo Medical Center - A net increase of \$19,191,878 in Intergovernmental Revenues is mainly due to an increase of \$20,490,238 in Medi-Cal Intergovernmental revenues from Health Plan of San Mateo and \$2,071,000 in Safety Net Care Pool revenue, and \$1,138,140 in Assembly Bill 915 revenue, offset by a decrease in Hospital Quality Assurance Fee revenue of \$3,037,249 and Delivery System Reform Incentive Payment (DSRIP) Program revenue of \$1,470,251. A net increase of \$4,611,098 in Charges for Services is due to an increase of \$7,375,246 in patient net revenue mainly supported by favorable reimbursements through Presumptive Eligibility Program offset by a decrease in capitation revenue from Health Plan of San Mateo and other revenues of \$2,764,148.



County of San Mateo
All Funds

FY 2015-16 and FY 2016-17 Expenditures by Type

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
<u>Operating Expenditures</u>							
Regular Salaries	393,984,770	405,418,925	483,429,231	516,528,146	33,098,915	531,281,529	14,753,383
Extra Help	21,951,891	23,356,807	22,750,557	34,986,342	12,235,785	33,510,907	(1,475,435)
Overtime	20,455,007	20,938,568	15,049,368	16,683,375	1,634,007	16,656,907	(26,468)
Retirement	141,283,361	199,543,469	179,867,570	189,542,979	9,675,409	192,359,201	2,816,222
Health Benefits	73,937,005	82,239,880	91,561,221	97,339,154	5,777,933	103,965,427	6,626,273
Statutory Compensation	39,516,535	40,868,077	43,455,356	47,436,291	3,980,935	48,984,318	1,548,027
Other Benefits	1,699,533	1,672,672	9,219,319	8,882,517	(336,802)	9,013,272	130,755
Salaries and Benefits	692,828,102	774,038,398	845,332,622	911,398,804	66,066,182	935,771,561	24,372,757
Office Expense	23,519,616	24,320,255	30,844,184	31,013,057	168,873	31,607,780	594,723
Drugs/Medical Supplies	31,360,243	30,219,304	35,639,407	34,588,842	(1,050,565)	29,744,403	(4,844,439)
Non-Capital Equipment	3,345,942	10,091,821	5,530,542	8,054,861	2,524,319	6,156,786	(1,898,075)
Facility/Equipment Maintenance	21,700,557	23,206,826	31,954,307	32,335,063	380,756	30,632,348	(1,702,715)
Utilities Expense	16,886,108	15,067,179	18,264,543	19,353,540	1,088,997	19,870,275	516,735
Contracts for Services	163,396,515	194,423,326	244,829,166	267,685,501	22,856,335	235,808,811	(31,876,690)
Interagency Agreements	48,979,246	50,690,884	60,922,436	52,060,731	(8,861,705)	52,595,299	534,568
Public Assistance Programs	72,976,288	72,141,589	79,264,168	90,217,426	10,953,258	90,636,374	418,948
State Trial Court Contributions	17,247,762	16,923,471	17,243,318	17,243,318		17,243,318	
Medical Center Contributions	77,652,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
Housing Project Contributions	6,418,489	8,138,290	7,559,170	4,800,050	(2,759,120)	4,760,020	(40,030)
Other Contributions	3,693,756	4,911,007	15,060,208	35,310,840	20,250,632	15,837,865	(19,472,975)
Internal Services/Overhead	182,128,390	175,538,664	211,419,417	223,379,904	11,960,487	212,474,477	(10,905,427)
Debt/Capital Financing	36,421,428	140,722,264	90,010,928	141,676,081	51,665,153	116,088,170	(25,587,911)
Other Financing Uses/Transfers	5,149,851	4,791,592	23,768,937	26,389,714	2,620,777	15,458,185	(10,931,529)
Other Operating Expense	88,625,398	103,739,018	114,515,167	128,895,409	14,380,242	146,571,191	17,675,782
Operating Sub-Total	1,492,329,867	1,711,481,381	1,895,226,785	2,083,271,223	188,044,438	2,020,124,945	(63,146,278)
Intrafund Transfers	(147,683,334)	(159,793,254)	(196,422,775)	(208,317,066)	(11,894,291)	(187,542,181)	20,774,885
Operating Total	1,344,646,533	1,551,688,127	1,698,804,010	1,874,954,157	176,150,147	1,832,582,764	(42,371,393)
<u>Non-Operating Expenditures</u>							
Capital Improvements	24,854,784	20,057,888	93,423,842	176,747,829	83,323,987	135,238,487	(41,509,342)
Capital Purchases	7,729,868	9,133,042	42,587,715	25,778,195	(16,809,520)	16,036,971	(9,741,224)
Expenditure Total	1,377,231,185	1,580,879,057	1,834,815,567	2,077,480,181	242,664,614	1,983,858,222	(93,621,959)
Reserves - General Fund	321,498,947	363,484,370	193,396,637	213,132,641	19,736,004	197,245,761	(15,886,880)
Reserves - Non-General Fund	138,918,679	244,106,288	206,968,680	156,831,134	(50,137,546)	115,318,827	(41,512,307)
TOTAL REQUIREMENTS	1,837,648,811	2,188,469,715	2,235,180,884	2,447,443,956	212,263,072	2,296,422,810	(151,021,146)

County of San Mateo

All funds

FY 2015-16 Changes in Projected Fund Balance

Agency/Budget Unit	Estimated Fund Balance June 30, 2015	Recomm Revenues	Recomm Expenditures	Anticipated Carryforward	Estimated Fund Balance June 30, 2016	FY 2015-16 Percent Change
General Fund						
General Fund	374,654,102	1,252,899,908	1,414,421,369	100,424,007	313,556,648	-16.3%
Special Revenue and Trust Funds						
Emergency Medical Services Fund	2,761,981	2,600,025	2,872,608	272,583	2,761,981	0.0%
IHSS Public Authority Fund	861,955	21,024,397	21,024,397		861,955	0.0%
Fish and Game Propagation Fund	66,668	1,350	10,000		58,018	-13.0%
Structural Fire Protection Fund	3,704,478	7,546,618	8,671,204	1,124,586	3,704,478	0.0%
Road Fund	24,112,406	23,781,893	34,746,781		13,147,518	-45.5%
Half-Cent Transportation Fund	1,943,192	1,865,199	3,808,391	1,943,192	1,943,192	0.0%
Road Improvement Fund	3,629,899	374,500	800,000		3,204,399	-11.7%
Waste Management Programs	243,214	863,400	863,400		243,214	0.0%
Enterprise Funds						
Coyote Point Marina Operating Fund	979,561	979,000	1,222,875		735,686	-24.9%
County Airports Fund	691,335	3,089,503	3,447,389		333,449	-51.8%
Medical Center Enterprise Fund	5,500,000	292,194,098	297,694,098	2,029,330	2,029,330	-63.1%
Special District Funds						
County Service Area #1 Fund	2,924,927	2,540,683	2,708,138	167,455	2,924,927	0.0%
Public Works Special Districts	55,409,404	35,421,197	47,794,437		43,036,164	-22.3%
Debt Service and Capital Proj Funds						
Debt Service Fund	19,008,008	30,612,604	30,016,693		19,603,919	3.1%
Accumulated Capital Outlay Fund	87,654,792	500,000	36,611,000	(500,000)	51,043,792	-41.8%
Criminal Justice Temp Constr Fund	1,716,362	1,115,000	1,100,000		1,731,362	0.9%
Courthouse Temp Constr Fund	564,165	1,105,000	1,376,104		293,061	-48.1%
Parks Acq and Development Fund	1,632,506	912,000	2,532,506		12,000	-99.3%
Capital Projects Fund	1,660,636	156,773,986	156,317,936		2,116,686	27.5%
Internal Service Funds						
Motor Pool Internal Service Fund	11,617,343	7,748,226	7,282,420		12,083,149	4.0%
Construction Services Fund		2,158,435	2,158,435			0.0%
Total All Funds	601,336,934	1,846,107,02	2,077,480,18	105,461,153	475,424,928	-20.9%

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

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

General Fund

- General Fund - Beginning Fund Balance for FY 2015-16 is equivalent to 23.0% of Total Sources and Reserves/Contingencies are 15.1% of Net Appropriations. The reason for the projected decline of 16.3% or \$61.1 million in Fund Balance is primarily due to one-time capital and IT projects totaling \$89.6 million, a planned contribution to the City of Half Moon Bay for a new public library of \$12 million, and the accelerated pay down of the County's unfunded pension liability of \$19.5 million. These costs are partially offset by a projected surplus in Excess ERAF receipts of \$55 million.

Special Revenue and Trust Funds

- Fish and Game Propagation Fund - Reduction in Fund Balance is primarily due to the use of Reserves for fish migration projects.
- Road Fund - Reduction in Fund Balance is due to appropriations for one-time improvement projects.
- Road Improvement Fund - Reduction in Fund Balance is due to appropriations for one-time improvement projects.

Enterprise Funds

- Coyote Point Marina Operating Fund - Reduction in Fund Balance is due to one-time capital expenditures.
- County Airports Fund - The San Carlos and Half Moon Bay Airports received one-time Federal and State funds to make safety improvements and other capital projects. The decrease is due to the use of Fund Balance as a local match for those grants.
- Medical Center Enterprise Fund- Reduction in Fund Balance due to expenditures exceeding revenues in FY 2014-15.

Special District Funds

- Public Works Special Districts - The fund balances for the various Special Districts administered by Public Works are reduced to meet prior year Reserve levels.

Debt Service and Capital Service Funds

- Accumulated Capital Outlay Fund - Reduction in Fund Balance is primarily due to the use of Reserves for one time capital projects.
- Courthouse Temporary Construction Fund - Reduction in Fund Balance is primarily due to the fact that current debt service payments for court facilities exceed revenues.
- Parks Acquisition and Development Fund - Reduction in Fund Balance is one-time capital expenditures.
- Capital Projects Fund - Increase in Fund Balance is primarily due to *no planned new spending from Facility Surcharges*.

Internal Service Funds

- Motor Pool Internal Service Fund - Increase in Fund Balance is primarily due to contributions to the replacement fund to be spent in future years.

County of San Mateo
ALL FUNDS

FY 2015-16 and FY 2016-17 Authorized Position Summary

Agency/Budget Unit/Fund	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
<u>General Fund</u>							
Criminal Justice							
Sheriff's Office	679	701	762	770	8	770	0
Probation Department	408	410	414	415	1	415	0
District Attorney's Office	121	122	122	127	5	128	1
Coroner's Office	14	14	13	13	0	13	0
Health Services							
Health Administration	23	13	14	23	9	23	0
Health Coverage Unit	31	31	31	33	2	33	0
Public Health, Policy and Planning	102	101	97	100	3	100	0
Health IT	0	12	15	19	4	19	0
Emergency Medical Services	6	6	10	9	(1)	9	0
Aging and Adult Services	131	135	136	138	2	138	0
Environmental Health Services	76	77	78	77	(1)	77	0
Behavioral Health and Recovery Services	408	428	454	462	8	462	0
Family Health Services	177	180	181	186	5	186	0
Correctional Health Services	88	90	91	91	0	91	0
Social Services							
Human Services Agency	742	767	764	769	5	768	(1)
Department of Child Support Services	87	89	86	80	(6)	80	0
Community Services							
Planning and Building	48	49	50	53	3	53	0
Local Agency Formation Commission	1	1	1	1	0	1	0
Parks Department	48	59	58	60	2	61	1
Office of Sustainability	0	0	3	20	17	20	0
Public Works-Administrative Services	35	33	33	34	1	34	0
Public Works-Engineering Services	24	24	24	24	0	24	0
Public Works-Facilities Services	95	98	98	99	1	99	0
Public Works Vehicles & Equipment	1	1	1	1	0	1	0
Public Works-Utilities	9	9	9	10	1	10	0
Real Property Services	4	4	4	4	0	4	0
Agricultural Commissioner / Sealer	30	30	30	30	0	30	0
Public Safety Communications	54	58	59	59	0	59	0
Housing and Community Development	11	11	11	11	0	11	0
Administration and Fiscal							
Board of Supervisors	20	20	22	22	0	22	0
County Manager's Office	20	21	20	22	2	22	0

County of San Mateo
ALL FUNDS

FY 2015-16 and FY 2016-17 Authorized Position Summary

Agency/Budget Unit/Fund	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Administration and Fiscal Continued							
Workforce Economic Development	21	21	1	1	0	1	0
Assessor-County Clerk-Recorder	117	117	117	118	1	118	0
Controller's Office	42	42	43	46	3	46	0
Treasurer-Tax Collector	61	61	61	61	0	61	0
County Counsel	42	42	43	43	0	43	0
Human Resources Department	63	64	65	69	4	70	1
Information Services Department	113	115	114	120	6	120	0
Total General Fund	3,952	4,056	4,135	4,220	85	4,222	2
<u>Non-General Fund</u>							
Special Revenue and Trust Funds							
Road Fund	76	77	77	77	0	77	0
Half-Cent Transpiration Fund	1	1	0	0	0	0	0
Solid Waste Fund	9	9	9	0	(9)	0	0
Enterprise Fund							
Coyote Point Marina Operating Fund	3	3	3	3	0	3	0
County Airports Fund	9	8	8	9	1	9	0
Medical Center Enterprise Fund	979	997	1,013	1,029	16	1,029	0
Special Districts Funds							
Sewer District Maintenance Fund	7	8	8	8	0	8	0
Internal Service Funds							
Motor Pool Internal Service Fund	13	13	13	13	0	13	0
Construction Services Fund	13	10	10	10	0	10	0
Total Non-General Fund	1,110	1,126	1,141	1,149	8	1,149	1,110
Total All County Funds	5,062	5,182	5,276	5,369	93	5,371	5,062
<u>Non-County Funds (Information Only)</u>							
First 5 San Mateo County	10	8	8	8	0	8	0
Retirement (SamCERA)	20	21	23	23	0	23	0
Housing Authority Fund	46	45	45	45	0	45	0
County Library Fund	122	121	121	121	0	121	0
All Positions	5,260	5,377	5,473	5,566	93	5,568	5,260

Position Changes Detail FY 2015-16:

Criminal Justice

Sheriff's Office: Adds two Financial Services Managers IIs, four Deputy Sheriffs, one Detective Deputy Sheriff, one Accountant II, one Fiscal Office Assistant, and one Lead Crime Analyst-U; deletes one Fiscal Office Assistant and one Crime Analyst-U for a net addition of 8 positions.

Probation Department: Adds one Assistant Chief Probation Officer, one Office Specialist, one Administrative Assistant II, and one Legal Office Specialist; deletes one Deputy Probation Officer, one Legal Office Assistant II, and one Legal Word Processor for a net increase of one position.

District Attorney: Adds two Deputy District Attorney IVs, one District Attorney Inspector, one Legal Secretary II, and one Information Technology Technician for a net addition of five positions.

(Net change is an addition of 14 positions in Criminal Justice)

Health Services

Health Administration: Adds three Health Services Manager IIs and one Program Coordinator; transfers in one Health Services Director, two Health Services Manager Is, two LEAP Implementation Managers, and one Program Coordinator II; deletes one Administrative Assistant I for a net addition of nine positions.

Health Coverage Unit: Adds one Senior Management Analyst and one Administrative Assistant II; transfers in one Community Program Analyst I; deletes one Health Services Director for a net addition of two positions.

Public Health, Policy, and Planning: Adds one Senior Community Program Specialist, one Epidemiologist I, and one Social Work Supervisor; transfers in one Supervising Physician; transfers out on Departmental Systems Analyst for a net addition of three positions.

Health Information Technology: Adds one Project Manager and one Information Technology Analyst; transfers in one Senior Information Technology Analyst, two Departmental Systems Analysts, one Information Technology Analyst; deletes one Systems Engineer and one Senior Accountant for a net addition of four positions.

Emergency Medical Services: Transfers out one Supervising Physician.

Aging and Adult Services: Adds one Social Worker Supervisor, one Senior Accountant, and one Contracts Administrator II; transfers out one Senior Information Technology Analyst for a net addition of two positions.

Environmental Health: Transfers out one Information Technology Analyst.

Behavioral Health and Recovery Services: Adds six Psychiatric Social Worker IIs and two Child Psychiatrists-U positions for an addition of eight positions.

Family Health Services: Adds one Senior Public Health Nurse-U and five Public Health Nurses-U; transfers out one Departmental Systems Analyst for a net addition of five positions.

Medical Center Enterprise Fund: Adds one Payroll / Personnel Specialist, one Buyer I, one Dental Assistant, five Medical Services Assistant IIs, two Ambulatory Care Nurses, two Patient Services Supervisor, seven Medical Surgical Nurses, five Psychiatric Nurses, one Charge Nurse, one Pharmacist, and three Patient Services Assistants; transfers out two Health Services Manager Is, two LEAP Implementation Coordinators, and one Program Coordinator II; deletes one Office Specialist, one Purchasing Technician, one Medical Office Assistant II, two Patient Services Assistant IIs-U, one Lead Patient Services Assistant, two Licensed Vocational Nurse for a net addition of 16 positions.

(Net change is an addition of 47 positions in Health Services)

Social Services

Human Services Agency: Adds one Social Work Supervisor, one Social Worker I, five Social Worker IIs-U, one Supervising Mental Health Clinician, five Psychiatric Social Worker IIs, one Accountant II, three Human Services Supervisors-U, one Human Services Supervisor, and one Human Services Analyst II; transfers out one Community Program Analyst II; deletes one Social Worker Supervisor, six Social Worker IIIs, six Benefits Analyst IIs-U for a net addition of 5.

Department of Child Support Services: Eliminates one Child Support Attorney IV, one Child Support Customer Service Specialist, one Office Assistant II, one Public Services Specialist and two Child Support Analyst I/II positions for a reduction of 6 positions.

(Net change is a reduction of 1 position in Social Services)

Community Services

Planning and Building Department: Adds one Senior Information Technology Analyst, one Code Compliance Officer II, and one Community Development Supervisor for a net addition of 3 positions.

Office of Sustainability: Adds one Director, two Deputy Directors, one Financial Services Manager II, one Program Manager II, two Program Manager Is, one Resource Conservation Specialist III, three Resource Conservation Specialist IIs, one Resource Conservation Specialist II-U, one Resource Conservation Specialist I, two Accountant IIs, one Account I and one Surplus Property Officer for a net addition on 17 positions.

Department of Parks: Adds one Accountant II, one Resource Conservation Specialist, and one Interpretive Specialist; deletes one Fiscal Office Specialist for a net addition of two positions.

Public Works Administrative Services: Adds one Transportation Program Specialist II for a net addition of one position.

Public Works Facilities Services: Adds one Construction Project Manager, for a net addition of one position.

Waste Management: Deletes four Resource Conservation Specialist IIs, two Resource Conservation Program Managers, one Waste Management & Environmental Services Manager, one Resource Conservation Specialist II-U, and one Public Works Technician II, for a net reduction of nine positions.

Public Works Utilities: Adds one Public Works Technician II for a net addition of one position.

County Airports Fund: Adds two Assistant Airports Managers, deletes one Program Service Manager I, for a net addition of one position.

(Net change is an addition of 17 positions in Community Services)

Administration and Fiscal

County Manager/Clerk of the Board: Adds one Management Analyst III and one Communications Specialist for a net increase of two positions.

Assessor-County Clerk-Recorder: Adds four Assessor Recorder Technician IIIs, and one Drafting Technician II; deletes four Assessor Recorder Technician IIs; for a net addition of one position.

Controller: Adds one Deputy Controller, two Departmental Systems Analysts, one Financial Services Manager I, and one Fiscal Office Specialist; deletes one Fiscal Officer Services Supervisor, and one Information Technology Manager; for a net increase of three positions.

County Counsel: Adds one Chief Deputy County Counsel; deletes one Deputy County Counsel IV-U; for no net change in positions.

Human Resources: Adds one Program Coordinator I-C, two Department Systems Analysts-C, and three Management Analyst III; transfers out one Accountant II, for a net increase of five positions.

Shared Services: Deletes one Surplus Property Officer; for a net reduction of one position.

Information Services Department: Adds one Assistant Director of ISD, one Contract Administrator II, two Senior System Engineers, one Systems Engineers, one Advisory Systems Engineer; for a net addition of six positions.

(Net change is an addition of 16 positions)

Position Changes Detail FY 2016-17:

Criminal Justice

District Attorney: Adds one District Attorney Victim Advocate for a net addition of one position.

(Net change is an addition of 1 position in Criminal Justice)

Social Services

Human Services Agency: Deletes one Human Services Analyst II for a reduction of one position.

(Net change is reduction of 1 position in Social Services)

Community Services

Department of Parks: Adds one Ranger II, for a net addition of one position.

(Net change is an addition of 1 position in Community Services)

Administration and Fiscal

Human Resources: Adds one Management Analyst III; for a net increase of one position.

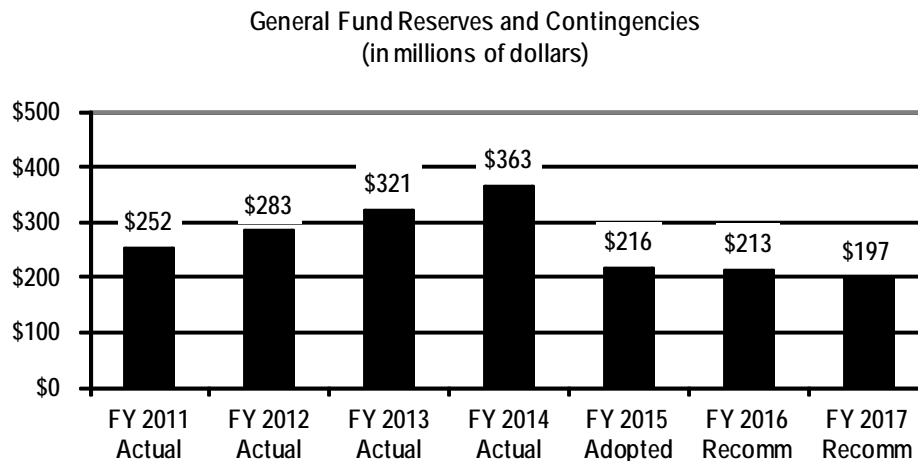
(Net change is reduction of 1 position in Administration and Fiscal)

Supplemental Information

The County of San Mateo's FY 2012-13 Civil Grand Jury made several recommendations to improve transparency in the County's budget document. In its response to the Grand Jury's recommendations, the County agreed to provide certain information: total sources of funds; total requirements; total increase or decrease in General Fund Reserves; non-recurring revenues or expenditures in excess of \$3 million; budget amount per San Mateo County resident; ten largest County expenses by category; ten largest County expenses by department; total number of classified, unclassified and temporary extra help employees providing services to the County; total payroll for all County employees; total cost of all benefits provided to County employees; and unfunded liabilities for Retirement, Other Post Employment Benefits (OPEB) and other unfunded liabilities not associated with bonded indebtedness. Due to time constraints and workload issues, we have addressed some of these items. Future budgets will include the entirety of the agreed upon information.

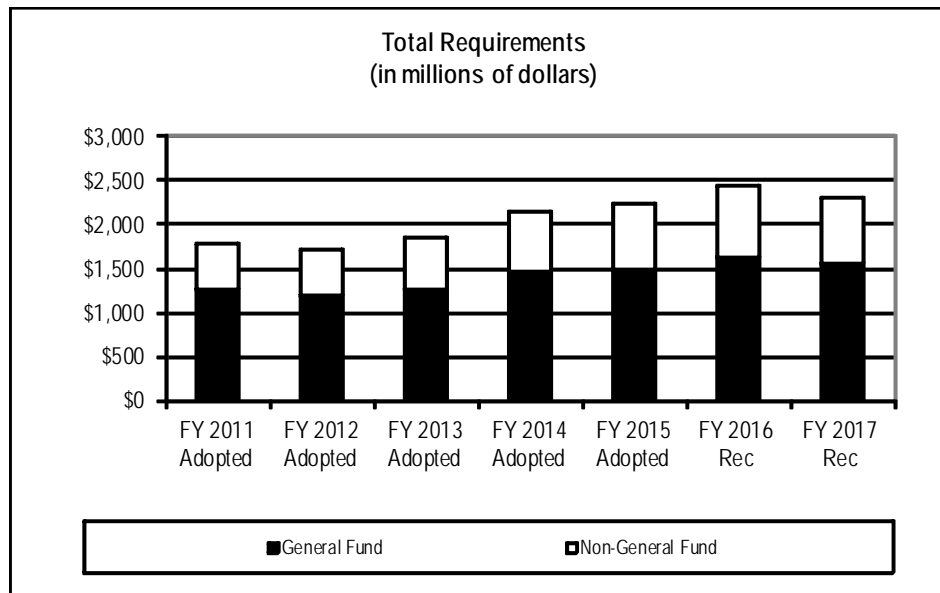
General Fund Reserves

In presenting charts with both prior year actuals and budgeted reserves, there will always be a significant drop in the budget years because the year-end reserves in the prior year actuals will reflect savings and unanticipated revenues. Case in point, only one-half of Excess ERAF, or \$55 million, is budgeted in Fiscal Years 2015-16 and 2016-17, which will result in lower reserve balances in the Recommended Budgets. Prior year actuals will reflect total Excess ERAF receipts and other unanticipated revenues as well as salary savings and other appropriations not expended that year.



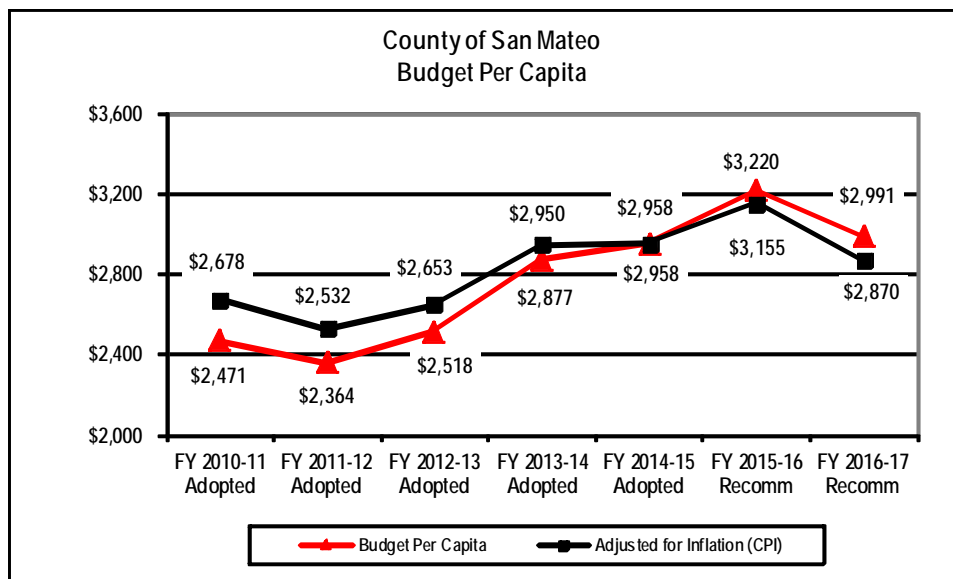
Total Requirements

The County's budget has grown on an average by 6.7% since FY 2011-12. The most significant ongoing cost increases over the past two years and into the future have been negotiated Salary and Benefit increases, increases in County staffing, spending related to Measure A sales tax dollars, and the accelerated paydown of the County's unfunded pension liability. The County has also spent significant amounts in recent years for one-time Capital and IT projects. The Total Requirements for Fiscal Years 2015-16 and 2016-17 approximate \$2.4 billion and \$2.3 billion, respectively. The Recommended Requirements for the General Fund and All Funds can be found in the All Funds Summary on page B-10.



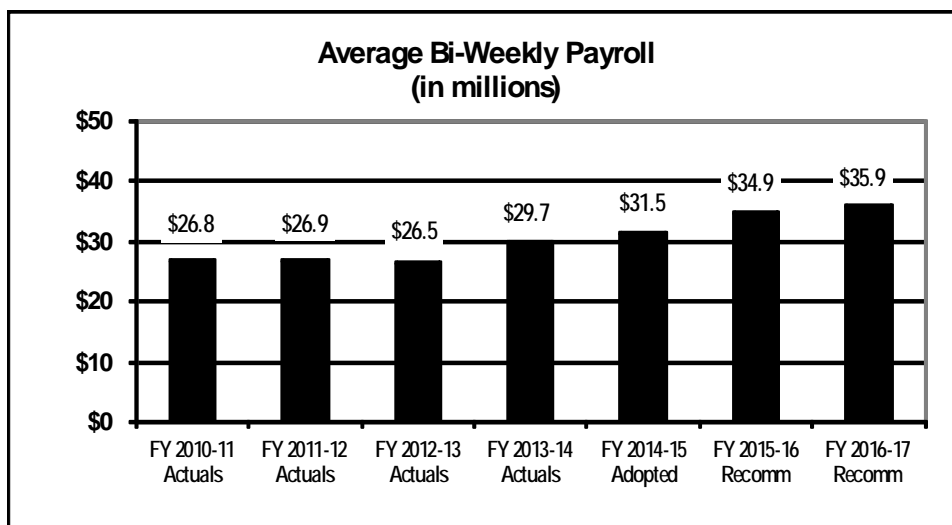
Budget Amount Per San Mateo County Resident

The County's overall budget has increased significantly over the past three fiscal years and into the future as the County's economy has strengthened each year since the recession. Significant appropriations over the next two years include negotiated Salary and Benefit increases (\$70 million); one-time Capital (\$277.9 million) and IT projects (\$47.8 million); Measure A funded non-Capital/IT initiatives (\$141.9 million); the opening of the new Maple Street Correctional Center in the Spring of 2016 and associated debt service costs (\$56.3 million); the continuation of the accelerated pay down of the County's unfunded pension liability which began in FY 2013-14 (\$39 million); and a planned contribution to the City of Half Moon Bay for construction of a new public library (\$12 million). The decline in FY 2016-17 is due to the removal of one-time items appropriated in FY 2015-16.



County Payroll (Bi-Weekly)

It should be noted that the bi-weekly payroll based on the Recommended Budget will always be higher than prior year actuals as the budget figures will not account for vacancies and related salary savings. The average bi-weekly payroll figures presented below for Fiscal Years 2015-16 and 2016-17 do not account for vacancies, which are currently 8%.



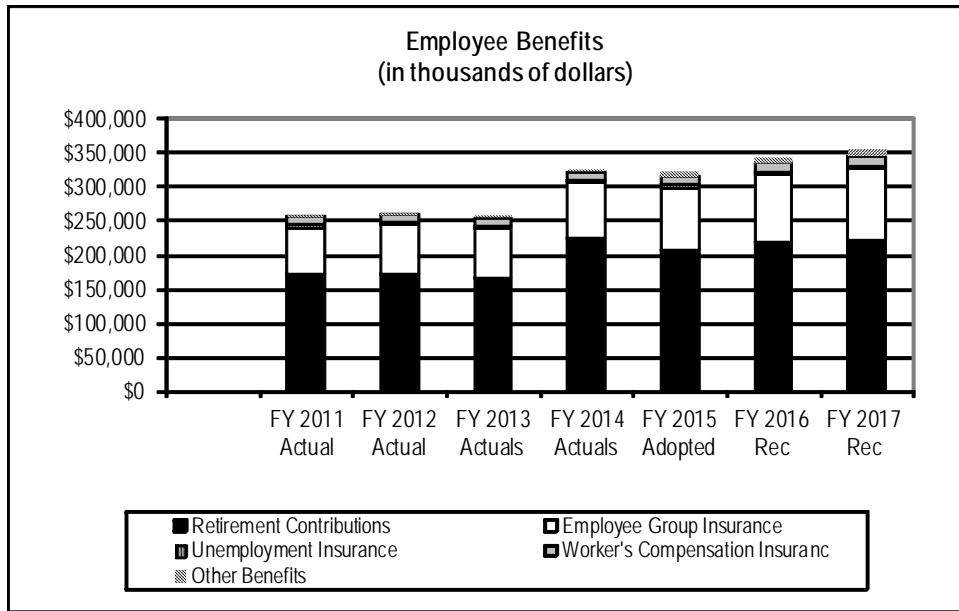
Non-Recurring Revenue and Expenditures

The table below shows non-recurring expenditures equal to or greater than \$3 million in either FY 2015-16 or FY 2016-17. All of these expenditures are being funded with General Fund, Construction Fund or Prop. 172 reserves; Measure A sales tax proceeds; or bond proceeds.

Expenditure Appropriation	Revenue Source(s)	FY 2015-16	FY 2016-17
Probation Case Management System	Prop. 172 / Dept Reserves	4,462,033	
Animal Care Shelter	General Fund Reserves	5,381,952	14,618,048
Public Safety Dispatch Center, EOC & Data Center	Measure A	15,086,922	19,913,078
Skylonda Fire Station Replacement	Measure A / Bond Proceeds	6,511,347	
Pescadero Fire Station Replacement	Measure A	1,852,952	6,147,048
CSA-7 Infra-structure Replacement	Measure A	500,000	3,200,000
Cordilleras Mental Health Facility Replacement	Measure A / Bond Proceeds	12,514,223	25,000,000
CGC Parking Structure II	Bond Proceeds	3,000,000	4,000,000
Maple Facility Warm Shell	ACO Reserves	25,611,000	
Medical Center Old Hospital Building Non-Structural Upgrades	ACO Reserves	3,500,000	3,500,000
County Office Building 1 Restoration/Replacement	ACO Reserves	2,000,000	20,000,000
COB1 1st & 3rd floor remodel - ISD	ACO Reserves	5,500,000	
Old McGuire Remodel	General Fund Reserves	300,000	8,000,000
Maguire Correctional Facility Upgrade Safety and Control Equipment	General Fund (rollover)	5,323,349	
Preconstruction Structure GF (New Jail?)	General Fund (rollover)	5,926,358	
Maguire Correctional Facility SB1022 Match	General Fund (rollover)	4,000,000	
San Mateo Medical Center Photovoltaic Solar Project	General Fund (rollover)	5,186,286	
Crystal Springs Dam Bridge Replacement	Grant Funds, Road Funds	7,402,000	9,301,000
DPW - Utility Projects (Crystal Springs Sanitation District Improvement)	General Fund (loan)	6,444,180	3,194,180
Big Lift	Measure A	12,500,000	2,500,000
Health Priorities	Measure A	10,000,000	10,000,000
SamTRANS - Services to Youth, Elderly and Disabled	Measure A	5,000,000	5,000,000
One-Time Loans and Grants	Measure A	5,000,000	
Affordable Housing Fund	Measure A	6,250,000	5,250,000
County Fire Engine and Vehicle Replacement	Measure A	4,449,392	1,500,000
Prevention and Early Intervention - At Risk Children	Measure A	8,150,806	8,403,231
North Fair Oaks General Plan Implementation	Measure A	10,531,343	3,900,000

Employee Benefits

The sharp increase in FY 2013-14 was due to the initial \$50 million contribution to the County's retirement system (SamCERA) for the accelerated paydown of the County's unfunded pension liability. Those contributions will continue through FY 2022-23 with \$10 million lump sum contributions in addition to maintaining the blended contribution rate at 38%. In all, these accelerated contributions amount to \$19.5 million in each of the next two fiscal years (\$39 million in all). In addition, employee group insurance grew by over \$18 million in Fiscal Years 2013-14 and 2014-15 and is projected to grow an additional \$12 million over the next two fiscal years.



Top Ten Expenditures by Department (Total Requirements)

The table below lists the ten largest departmental budgets based on Total Requirements, which includes Gross Appropriations less Intrafund Transfers plus Department Reserves. This is important to note because service charge departments, like the Information Services Department and Public Works, tend to have significantly higher Gross Appropriations (or Gross Expenditures) that are reduced by service charges received from General Fund departments via Intrafund Transfers, which is a contra-expenditure account. The table below is sorted by the amount appropriated in the FY 2015-16 Recommended Budget.

Department	Actual 2010-11	Actual 2011-12	Actual 2012-13	Actual 2013-14	Adopted 2014-15	Recomm 2015-16	Recomm 2016-17
Health System	531,129,981	529,967,911	524,721,448	537,108,591	596,524,511	657,177,832	667,088,649
Department of Public Works	159,248,298	168,615,102	176,843,447	193,018,160	218,951,030	202,457,484	245,221,745
Sheriff's Office	168,592,614	173,110,415	180,135,295	184,590,055	210,934,307	215,082,118	245,217,45
Human Services Agency	168,809,026	158,961,219	159,252,285	175,409,665	201,904,070	218,570,872	218,957,308
Probation Department	72,685,949	71,124,489	73,154,433	78,525,394	84,745,488	89,291,656	86,258,363
District Attorney's Office	24,321,192	23,888,927	24,181,617	26,765,675	31,543,064	33,556,592	33,850,634
Information Services Department	16,246,104	16,337,370	21,653,668	24,870,108	26,360,251	33,093,256	28,27,5650
Assessor-County Clerk-Recorder	19,266,421	19,193,775	19,242,550	20,325,160	21,034,708	25,492,444	22,752,045
County Support of the Courts	20,584,973	20,298,054	20,387,597	19,966,725	20,690,765	21,014,858	2,101,7326
Parks Department	15,381,057	13,004,561	13,636,423	17,364,070	18,858,733	21,950,301	18,250,419

Top Ten Expenditures by Account

The table below lists the top 12 expenditures, as two of the expenditures - Capital Improvements and Fixed Assets - are one-time in nature and do not always fall within the top 10. The expenditures in the table below are sorted by the amount appropriated in the FY 2015-16 Recommended Budget.

Department	Actual 2010-11	Actual 2011-12	Actual 2012-13	Actual 2013-14	Adopted 2014-15	Recomm 2015-16	Recomm 2016-17
Permanent Salaries	408,241,194	405,630,683	393,984,730	405,410,589	459,548,394	515,953,360	530,703,023
Contractual Services	242,750,215	242,134,111	257,616,436	310,034,592	393,488,354	405,747,670	359,667,923
Retirement Contributions	172,213,267	171,788,174	165,510,592	224,129,807	206,760,751	219,732,881	223,401,735
Capital Improvements	17,555,195	12,095,613	19,404,942	12,351,046	78,119,842	158,769,329	122,637,487
Employee Group Insurance	69,150,639	73,188,400	74,844,923	83,567,612	92,872,562	98,780,174	105,407,071
Public Assistance	45,582,348	44,420,206	43,454,413	42,374,957	48,884,498	52,771,792	52,822,292
Central IT - Radios, Phones, Data	30,820,355	28,614,902	27,521,836	30,668,687	30,134,662	37,579,017	38,374,870
Health - Care of Persons	30,163,862	28,370,594	28,586,443	29,133,304	30,219,670	37,325,634	37,694,082
Extra Help Salaries	18,733,070	19,469,046	21,951,891	23,356,807	22,693,342	34,986,342	33,510,907
Leased Facility Rental Charges	28,187,254	28,282,504	28,535,939	28,852,751	30,104,627	31,042,078	32,430,920
Retirement of Long Term Debt	31,194,586	31,355,342	30,932,677	37,663,182	30,480,712	30,612,009	56,829,863
Fixed Assets	3,515,358	6,832,761	6,403,399	9,132,570	32,587,715	25,778,195	16,036,971

Budgets and Actuals - Measure A, Prop. 172 and Excess ERAF

These three revenue sources are unique in the County budget in that they are allocated based on need so the amounts projected are different than the amounts appropriated. Measure A sales tax proceeds are allocated based on Board approved initiatives. Public Safety Sales Tax, also known as Prop. 172, is allocated to public safety departments to achieve their Net County Cost targets and to fund one-time projects. Excess ERAF is budgeted at 50% of anticipated projections for ongoing purposes and any overages at year-end are placed in ERAF reserves. Under the County Reserves Policy the ERAF reserves should generally only be used for one-time purposes that result in long-term savings, including capital and IT projects and the accelerated pay down of unfunded liabilities.

Revenue	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Measure A Sales Tax - Budget	0	0	0	23,954,141	67,478,268	113,201,654	91,474,096
Measure A Celestas - Receipts	0	0	4,397,205	75,577,548	79,659,837	82,049,632	84,511,121
Prop. 172 - Budget	49,399,508	55,888,141	60,764,098	69,495,248	70,827,961	79,378,980	72,353,754
Prop. 172 - Receipts	58,106,148	63,721,592	69,344,167	72,153,952	75,826,325	77,418,678	78,967,051
Excess ERAF - Budget	44,629,557	39,639,993	40,000,000	40,000,000	40,000,000	55,000,000	55,000,000
Excess ERAF - Receipts	80,021,588	81,966,663	99,287,980	109,138,126	119,017,386	110,000,000	110,000,000

BUDGET BALANCING PRINCIPLES

(Resolution Adopted by Board of Supervisors - August 25, 2009)

- A. Our highest priority is a sustainable community for current and future residents of San Mateo County as defined by achievement of our Shared Vision for a healthy, prosperous, livable, environmentally conscious and collaborative community. We aim to continue progress toward our vision while the economy suffers, and position ourselves strategically for when the economy rebounds. Therefore,
 - All options will be explored to reduce costs and/or redesign services in order to minimize service reductions
 - Near-term decisions must be made in the context of long-term strategic goals
 - Long-term cost effectiveness of prevention and early intervention is recognized
 - Existing services and service levels will be evaluated based on performance and alignment with County's mission and Shared Vision 2025, as well as minimum legal requirements (mandates).
- B. We aim to continue performing at levels of service quality and outcomes that are at or above average of comparable agencies or established benchmarks.
- C. We recognize that budgeting is a process. Solutions will emerge over time and be implemented to meet the goal of a balanced budget by Fiscal Year 2013. An effective multi-year process that restores structural balance will create a stronger organization and contribute to a stronger community.
 - Solutions may be phased-in, with managed use of reserves, to avoid disruption of service and to cushion transitions to reduced service levels
 - Where possible, employment and training options will be provided to displaced employees
- D. Our budget process will engage the community we serve to inform inclusive, fact-driven and thoughtful decision-making on multiple strategies, including the reduction and elimination of services. As such,
 - We will be transparent and forthcoming throughout and will work closely with our employees, organized labor and community partners
 - Reliable information will be provided in a timely way to continue to build trust, confidence and credibility throughout the process
 - We will seek input from the general public regarding strategies developed by staff
- E. We aim to not impact any one geographic, ethnic or linguistic community disproportionately as we sustain efforts to address long-standing disparities
- F. We will work together as a single organization while recognizing the unique services offered by each department
 - All County departments will contribute to the solution
 - Departments will be afforded flexibility to achieve efficiencies in all areas of operations, operational support and administration
 - We value our employees and will continue to develop our workforce, retain and promote high-performers and continue succession planning efforts
 - We value our broad range of partnerships that cut across departmental lines, and also value partnerships with our community-based organizations and neighboring municipalities

LONG-TERM BUDGET BALANCING STRATEGIES

September 15, 2009 Budget Study Session - Fiscal Years 2010-2013

PROGRAM AND SERVICE REDUCTIONS

Exploring all options under the strategies below will minimize the direct impact on our clients, employees and the community we serve. If we are not successful at achieving savings and generating revenues in these areas over the next several years, given the magnitude of the \$100 million structural imbalance, we will be forced to consider the following:

- Closure of facilities
- Reduction and elimination of safety net services
- Reduction and elimination of public safety services

PARTNERSHIPS

- **Shared Services** - centralize services within the County organization, and share services with other public agencies in the county/ region (buy and sell).
- **Transfer of Services/Annexation** - annex unincorporated areas and transfer municipal services (parks, fire, planning, patrol, dispatch, utilities and other services) to cities and special districts - budget reductions and corresponding transfer of revenues, with goal of net savings.
- **Managed Competition and Performance-Based Contracting** – will develop process and criteria, to include minimum savings levels, contractor requirements such as provision of health benefits, time to allow for improvement/efficiencies within existing structure; consider performing a service both in-house and by contract to evaluate quality of service and cost effectiveness for a specified period of time:
 - **Nonprofit Partnerships for Community-Based Services** - identify client concentration and highest-need areas (use of GIS where applicable); work with community-based providers to improve administrative infrastructure and capacity toward a performance-based contracting model; competitive process to be based on best client outcomes in areas of highest need, at lower General Fund allocation;
 - **Business Partnerships for Other County Services** – review existing Memoranda of Understanding (MOUs) and legislation; identify services provided by County staff and explore contracting with local businesses to provide services through a managed competition process.
- **Service Delivery Systems Redesign** – collaborate with community partners (public and private) to redesign delivery of services to meet the needs of underserved and other safety net populations (for example, Community Health Network for the Underserved).
- **Expansion of Volunteer Programs** – engage residents to become more actively involved in prevention and early intervention programs and other local government services within their communities; includes seasonal and year-round internship programs to increase the number of youth interested in careers in local government.

REORGANIZATIONS AND LABOR COST RESTRUCTURING

- **Charter Review**– explore opportunities to consolidate and reorganize departments; other organizational improvements requiring changes in the County Charter.
- **Review of Boards and Commissions**– evaluate effectiveness, with recommendations toward consolidations/restructuring/elimination and reductions in County staff support.
- **Span of Control**– review supervisor-to staff ratios; restructure management and flatten organizational structures, providing opportunities to increase levels of responsibility and accountability among managers, supervisors and line staff
- **Skills Mix**– add/delete positions to better match job classification with duties performed.
- **Pay Adjustments**– freeze salaries, increase Voluntary Time Off (VTO), implement mandatory furloughs, and other negotiated reductions in pay.
- **Cost Sharing**– includes cost-sharing of cost-of-living adjustments (COLAs) to offset significant increases in retirement contributions as a result of investment losses in the Retirement Fund; County currently pays 100% of retirement COLAs; higher cost-sharing for health premiums (County currently picks up 90% of premium cost for most employees); create incentives such as reduced share of premiums linked to participation in wellness programs and activities.
- **Benefits Restructuring**– implement changes allowed by legislation (judicial benefits); create new retirement tier for new employees; create hybrid defined benefit / defined contribution plan as an option for new and existing employees.

ORGANIZATIONAL INCENTIVES

- **Separation Incentives**– offer voluntary separation incentives to minimize layoffs; incentives to be based on years of service and business need, to include limited-time coverage of health premiums.
- **Wellness Incentives**– create incentives such as reduced share of premiums linked to participation in wellness programs and activities (also under Cost Sharing solutions, subject to bargaining).
- **Innovation and Entrepreneurial Fund**– create one-time and short-term incentives for team efforts that generate ongoing savings or revenues in new and creative ways; includes one-time investments in infrastructure and other areas, with established parameters regarding payback periods and returns on investment.
- **Pay for Performance**– recommended by Management/Attorneys Salaries and Benefits Cost Containment Advisory Committee, to be explored for implementation in 2011-12; develop pay-for-performance structure that is based on achieving operational goals tied to client and customer outcomes and Shared Vision 2025 community goals.

REAL PROPERTY / FACILITIES

- **Space Consolidation/Reduction Initiatives**– develop a Countywide Facilities Master Plan; standardize space requirements per employee, update telecommuting policies and increase commute alternatives to lower rent and facilities maintenance charges; achieve savings from electronic document management system (EDMS) efforts, resulting in less space needed for filing and storing records.
- **Real Property (County-Owned Facilities and Leased Facilities)**– sell County assets; create new agreements to increase revenue from leasing/use of County property; renegotiate existing agreements with landlords for lower rent.

- **Multi-Resource Centers**– use geographic information systems (GIS) to prioritize services and target solutions based on demand and performance gaps by neighborhood or region; locate multi-resource centers in targeted areas where outcomes can be tracked over time.
- **Debt Restructuring**– refund or refinance existing debt to reduce debt service costs (minimum 3% annual debt service reduction.)

ADMINISTRATIVE EFFICIENCIES

- **Electronic Document Management System (EDMS)**– reduce space and paper/mail/copy center/pony mail services and courier services through improved documents management
- **Automated Timekeeping System (ATKS) Advanced Scheduler**– reduce overtime through improved scheduling in 24/7 operations like Probation, Sheriff, Medical Center (hospital and long-term care).
- **Increased System Integration: Finance / Payroll / HR / Budget**– review useful life and gaps in existing systems; explore more integrated solutions for increased efficiencies.
- **Contracts Review**– renegotiate terms of existing contracts (for example, maintenance contracts) to extend contract period in exchange for reduced rates; review contracts that have not gone through a Request for Proposals (RFP) process in more than five years - lower contract costs resulting from undergoing competitive process and negotiations; identify service providers with whom multiple departments have contracts, and consolidate into master contracts.
- **Purchasing Review**– update procedures manual and County Ordinance; implement recommendations from 2009 Operational Review; e-procurement and purchasing cards
- **Automated Timekeeping System (ATKS) Advanced Scheduler**– reduce overtime through improved scheduling in 24/7 operations like Probation, Sheriff, Medical Center (hospital and long-term care).
- **Civil Service Rules, Administrative Memoranda and County Ordinance Review**–prioritize revisions based on magnitude of potential cost savings from eliminating steps, inefficient and unnecessary processes and procedures; increase flexibility to meet business needs.
- **Multi-Year Budgeting**– develop two-year budgets so off-cycle time can be spent on targeted budget balancing efforts, performance management reviews, and capital programming.

REVENUE GENERATION

- **Cost Recovery and Standard Methodology for Charges for Services**– complete a full cost plan, benchmark with comparable agencies, and develop a more accurate basis for charging costs for both internal services (Information Services Department, Facilities Maintenance and Human Resources) and services provided to other public agencies; includes increasing fees to clients and customers who directly benefit from services provided; increase revenue by phasing in higher rates for areas where more cost recovery makes sense; develop comprehensive County Fee Policy.
- **New Taxes and Fees**– explore new revenue sources and increase existing taxes and fees; requires voter approval; work plan under development within auspices of Board Finance and Operations Committee.
- **County Ordinance Updates**– review associated fees for services, use of citations to generate revenue.
- **Economic Development**– expand County's role in job creation and growth in tax base.

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, budget information, Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) are available on the County website, www.smcgov.org. 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 and past meetings are posted online via YouTube.

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. The Board of Supervisors approved the revised policy on Tuesday, February 9, 2010 to align the policy with the current fiscal environment. 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. In the 2013 September Budget Hearings the Board adopted a shift in Fund Balance policy to a 50/50 Fund Balance split.

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; and
 - d. short-term coverage of costs to minimize employee lay-offs provided there is a long-term financial plan
3. Reserves Replenishment Plan - Departments must obtain approval from the County Manager's Office prior to using Reserves which puts them in the position of falling below the two (2) percent Reserves requirement. Approval of funding Reserves below the two (2) percent requirement would be contingent upon review and approval of a multi-year financial plan that details how the department intends to replenish their Reserves to the two (2) percent level within three years or a mutually agreed upon timeframe by the department and County Manager's Office. Department plans must address the use of excess Fund Balance with the first priority being the replenishment of Reserves. This plan will be reviewed annually at the budget meeting with the County Manager's Office to determine if progress is being made to achieve the two (2) percent level. Departments that are unable to demonstrate progress towards achieving the two (2) percent requirement shall be subject to enhanced fiscal oversight, including quarterly budget updates to the County Manager's Office.
4. Calculation of the Two (2) Percent Reserves Requirement - Net Appropriations will be the base for calculating the minimum Reserve requirement. Any exceptions will be made on the basis of materiality of adjustment and impact on direct ongoing operations. Material / onetime grant funds that must be appropriated should be excluded from the two (2) percent Reserves calculation. Revenue derived from service contracts that do not represent core departmental services will also receive consideration for exclusion, with final approval resting with the County Manager's Office. With the exception of required grant matching funds, grants and service contracts will not be backfilled by the County's General Fund should funding be eliminated or reduced. The two (2) percent requirement for each department will be determined at the time that the final budget is formally adopted by the Board of Supervisors.
5. Guidelines for Fund Balance in Excess of Minimum Reserve Amount - Fund Balance generated in excess of the two (2) percent minimum Departmental Reserves Requirement can only be allocated to the following:
 - a. Appropriate in Departmental Reserves for future one-time purposes;
 - b. Purchase of fixed assets;
 - c. Sinking fund for future replacement of assets;
 - d. Deferred maintenance;

- e. One-time departmental projects;
 - f. Reserve for audit disallowances;
 - g. Local match for grants;
 - h. Seed money for new departmental programs provided there is a plan that includes identification of future ongoing funding sources and outcome measures; and
 - i. 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.
6. Deferred or Incomplete Projects - Unexpended one-time funds from deferred or incomplete projects, including grant funds, can be carried over to the next fiscal year at 100% of the amount not spent. These will be exempt from the 50/50 split. (See Fund Balance Policy.)
7. Service Departments and Non-General Fund Departments - Fund Balance generated by service departments shall be evaluated by the Service Charges Committee, including representatives from the County Fiscal Operating Committee, following 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.

Internal Service Funds can maintain Reserves balances for future purposes including, but not limited to, vehicle and equipment replacement costs and risk management claims.

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. General Fund Reserves - Shall be maintained at a minimum of five (5) percent of total General Fund Net Appropriations for one-time purposes or as part of a multi-year financial plan to balance the County's budget. The five (5) percent requirement may include Excess ERAF (Educational Revenue Augmentation Fund) reserves. After Contingencies, the second priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is at or above the five (5) percent level.
- 2. 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.
- 3. Reserve for Capital Improvements – In order to preserve the County's capital assets, a minimum reserve of \$2 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.
- 4. Reserve for Countywide Automation Projects – A minimum reserve of \$2 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.
- 5. Amounts in Excess of Above Requirements - Fund Balance generated in excess of the above requirements, including Excess ERAF, can only be allocated or maintained as Reserves for the following one-time or short-term purposes:
 - a. Capital and technology improvements;
 - b. Reduction of unfunded liabilities, including Retirement and Retiree Health obligations;
 - c. Debt retirement;
 - d. Productivity enhancements;
 - e. Cost avoidance projects;
 - f. Litigation
 - g. Local match for grants involving multiple departments;
 - h. Innovation and Entrepreneurial Fund - creates one-time and short term incentives for team efforts that generate ongoing savings or revenues in new and creative ways; including one-time investments in infrastructure and other areas, with established parameters regarding payback periods and returns on investment.
 - i. Seed money for new programs involving multiple departments provided there is a plan that includes identification of future ongoing

- funding sources and outcome measures; and
- j. 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 50% of their year-end fund balances and 100% of unspent Contingencies and Reserves. Non-General Fund Departments and zero Net County Cost General Fund departments can retain 100% of fund balances unless there is agreement to do otherwise.
- The remaining 50% of non-reserved departmental Fund Balance will go into General Fund Reserves and Contingencies, or appropriated for one-time items such as paydown of unfunded liabilities, 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

The current County Investment Policy was adopted by the Board of Supervisors on January 27, 2015. To meet liquidity and long-term investment needs, the County established the County investment pool. The County pool attempts to match maturities with its 15 month projected cash flow. Public funds are invested in a manner that will provide maximum security of principal invested with secondary emphasis on providing adequate liquidity to pool participants, achieving the highest yield while conforming to all applicable statutes and resolutions governing the investment of public funds. Yield is considered only after safety and liquidity requirements have been met. The purpose of the fund is to provide investors with a reasonably predictable level of income.

The maximum allowable maturity of instruments in the County pool at the time of investment is seven years and the maximum dollar weighted average maturity of the fund is three years. Subject to California law, funds deposited in the County pool under the County Investment Policy may only be reclaimed at the rate of 12.5% 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 \$250,000.

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% of current value plus accrued interest and must be marked to market daily. The maximum allowable term of a repurchase agreement shall not exceed 92 days.

The County Investment Policy permits certain securities lending transactions up to a maximum of 5% of the County pool to any single counterparty. The program is conducted under a Custody Agreement by and between the County and The Bank of New York, as custodian. The maximum maturity of a securities loan shall not exceed 92 days.

The Board has established an eight-member County Treasury Oversight Committee pursuant to State law. Members are selected pursuant to State law. The Oversight Committee meets at least three times a year to review and monitor the investment policy and ensure compliance by causing an annual audit to be conducted.

The Treasurer prepares a monthly report for the County pool participants, the Board 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 County Investment Policy is reviewed and approved annually by the Board. All amendments to the policy must be approved by the Board.

DEBT LIMIT

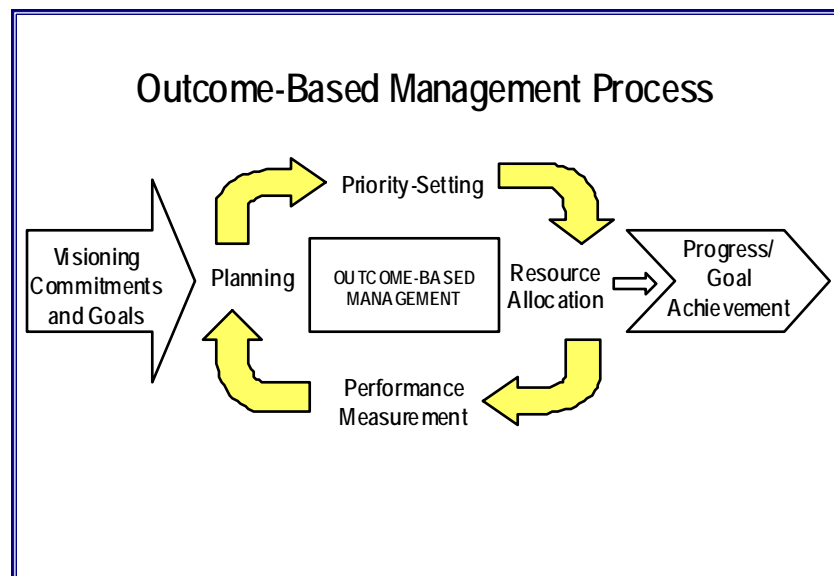
In 1997, the County Board of Supervisors adopted an ordinance (the "Debt Limit Ordinance"), which provides that annually at the time of approving the County budget, the Board of Supervisors will establish the County debt limit for such fiscal year. Pursuant to the Debt Limit Ordinance, the debt limit is applicable to non-voter approved debt that is the obligation of the County, including lease revenue. 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 and in the best interests of the County and its citizens.

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 community outcomes identified during the County Shared Vision 2025 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 building a healthy, safe, livable, prosperous, environmentally conscious and sustainable community.

This budget is a two-year budget with both years prepared at the detail level. Although the County Budget Act only allows the Board to formally adopt the Recommended FY 2015-16 Budget, the FY 2016-17 Budget was prepared in such a way that minimal revisions will be required next year. This will save the County thousands of staff hours and provide the Budget, Policy and Performance Unit the time needed to conduct in-depth program reviews and Lean initiatives during the off-year. The budget also aligns key performance measures and community indicators with the Board's adopted Shared Vision 2025 Community Outcomes. This integrates with the County performance dashboards for the Community Outcomes and County programs that were developed in FY 2013-14 and FY 2014-15.

The budget process is fluid and ongoing as shown below. 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 January / 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. The Mid-Year Budget Workshop was conducted on February 24, 2015.

Two-Year Budget / Alignment of Resources to Community Goals

The County implemented a two-year budget process beginning in FY 2013-14 and FY 2014-15. The two year budget cycle creates more time for departments to focus on service delivery and achievement of goals and priorities, and saves staff time and other resources by making the budget process more efficient. Beginning in FY 2015-16, cross-departmental performance review teams will evaluate program outcomes and productivity, and compare program performance to similar organizations

(benchmarks). The teams will work closely with supervisors who are responsible for program success and for engaging and coaching their staff to perform meaningful work that aligns with organizational and community goals.

Annual Budget Cycle / Kick-Off

The budget cycle immediately follows the Board Budget Workshop with the development of budget instructions, including policy guidelines for formulating budgets, budget targets, and the budget calendar for the upcoming cycle. A budget kick-off meeting with all Fiscal Officers usually occurs the third Wednesday in January and budget system refresher courses are offered to all Fiscal Officers in February.

Preliminary Budget meetings with County Manager

Prior to submitting their budgets, executive staff from each department meet with the County Manager to discuss issues that could impact the upcoming budget, including:

- Priorities for the next two years
- Major budget issues, including State budget impacts
- Anticipated impacts to programs and services
- New position requests
- Performance goals for the next two years
- Availability of department reserves and other one-time sources

Final Budget Meetings with County Manager

After the budgets are submitted by departments in early April, final budget meetings are scheduled with the County Manager to review the proposed budgets and ensure that they reflect the direction and priorities discussed in the preliminary meetings. The final budget meetings also provide the County Manager and his staff an opportunity to receive further clarification on department budget requests and issues.

Recommended Budget

The Recommended Budget document is prepared and submitted by the County Manager to the Board of Supervisors in early June. 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 budgetary controls can be established and budget monitoring can begin for the new fiscal year.

September Adjustments and Adopted Budget Hearings

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 December. 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 \$100,000 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 \$100,000 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 7 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 September. 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 2015-17 budget development cycle.

Board workshop to set two-year goals and budget priorities	December 9, 2014
Position Reconciliation Kick-Off Meeting with Payroll Council	December 17, 2014
Mid-Year financial templates for FY 2014-15 due to County Manager's Office (CMO)	January 9, 2015 (Deliverable)
Preliminary Salary & Benefit projection snapshot generated in budget system	January 19, 2015
Budget Kick-off Meeting - guidance provided to departments	January 21, 2015
Preliminary Internal Service Charges due to departments	January 23, 2015
Net County Cost Targets issued	February 13, 2015
Final Salary & Benefit projection snapshot generated in budget system	February 20, 2015
Mid-Year Financial Report to Board of Supervisors	February 24, 2015
County Manager and department budget meetings (round 1)	February 17-20, 2015
Final Internal Service Charges due to departments	March 6, 2015
FY 2015-16 and FY 2016-17 budget deliverables due from departments: -Final CLB and RLB decision packages in budget system -Department Overview -Program Narratives (including Performance Targets) -Program Funding Adjustments -Position Adjustment Forms -Fixed Asset Request Forms -Fund Balance Estimates -Organizational Charts	April 17, 2015 (Deliverable)
County Manager and department budget meetings (round 2)	April 27 - May 1, 2015
CMO distributes budget materials to Board of Supervisors	June 1, 2015
FY 2014-15 Final Fund Balance / Year-End templates and September revisions due from departments	August 14, 2015 (Deliverable)
Board approves Year-End ATR for FY 2014-15	September 22, 2015
Adopted Budget hearings	September 22, 2015

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 under the community outcomes areas.

BUDGETS	Budget Unit Number	Budget Unit Level
CRIMINAL JUSTICE		
Sheriff's Office	3000B	Department
Message Switch	1940B	Department
Probation Department	3200B	Department
District Attorney	2510B	Department
Private Defender Program	2800B	Department
County Support of the Courts	2700B	Department
Coroner's Office	3300B	Department
HEALTH SERVICES		
Health Administration	5500B	Division
Health Coverage Unit	5510B	Division
Public Health, Policy and Planning	5550B	Division
Health IT	5560B	Division
Emergency Medical Services GF	5600B	Division
Emergency Medical Services-Trust Fund	5630B	Fund
Aging and Adult Services	5700B	Division
IHSS Public Authority	5800B	Fund
IHSS Public Authority GF	6900B	Division
Environmental Health Services	5900B	Division
Behavioral Health and Recovery Services	6100B	Division
Family Health Services	6240B	Division
Correctional Health Services	6300B	Division
San Mateo Medical Center	6600B	Division
Contributions to Medical Center	5850B	Department
First 5 San Mateo County (Information Only)	1950B	Department
SOCIAL SERVICES		
Human Services Agency	7000D	Department
Department of Child Support Services	2600B	Department
COMMUNITY SERVICES		
Planning and Building	3800B	Department
Local Agency Formation Commission (LAFCo)	3570B	Department
Parks Department	3900B	Department
Fish and Game	3950B	Fund

BUDGETS	Budget Unit Number	Budget Unit Level
COMMUNITY SERVICES cont.		
Parks Acquisition and Development	3970B	Fund
Coyote Point Marina	3980B	Department
County Library (Information Only)	3700B	Department
Office of Sustainability	4000B	Division
Public Works - Administrative Services	4510B	Division
Public Works - Engineering Services	4600B	Division
Public Works - Facilities Services	4730B	Division
Public Works - Road Construction and Operations	4520B	Division
Public Works - Construction Service	4740B	Division
Public Works - Vehicle and Equipment Services	4760B	Division
Public Works - Waste Management	4820B	Division
Public Works - Utilities	4840B	Division
Public Works - Airports	4850B	Division
Capital Projects	8500D	Fund
Accumulated Capital Outlay Fund	8200B	Fund
Courthouse Construction Fund	8300B	Fund
Criminal Justice Construction Fund	8400B	Fund
Real Property Services	1220B	Division
Agricultural Commissioner / Sealer	1260B	Division
Public Safety Communications	1240B	Division
Structural Fire Special Revenue Fund	3550B	Fund
Fire Protection Services	3580B	Department
County Service Area #1	3560B	Fund
Housing and Community Development	7920P	Division
Housing Authority (Information Only)	7930P	Division
ADMINISTRATION AND FISCAL SERVICES		
Board of Supervisors	1100B	Department
County Manager / Clerk of the Board	1200B	Department
Workforce and Economic Development	1280B	Division
Assessor-County Clerk-Recorder	1300B	Department
Controller's Office	1400B	Department
Treasurer - Tax Collector	1500B	Department
Retirement Office (Information Only)	2000B	Department
County Counsel	1600B	Department
Human Resources Department	1700B	Department
Shared Services	1780B	Division
Information Services Department	1800B	Department
Grand Jury	1920B	Department
Non-Departmental Services	8000B	Department
Debt Service Fund	8900B	Fund



CRIMINAL JUSTICE

COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and
Program Summaries

Glossary of Budget Terms



SAN MATEO COUNTY MISSION

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:

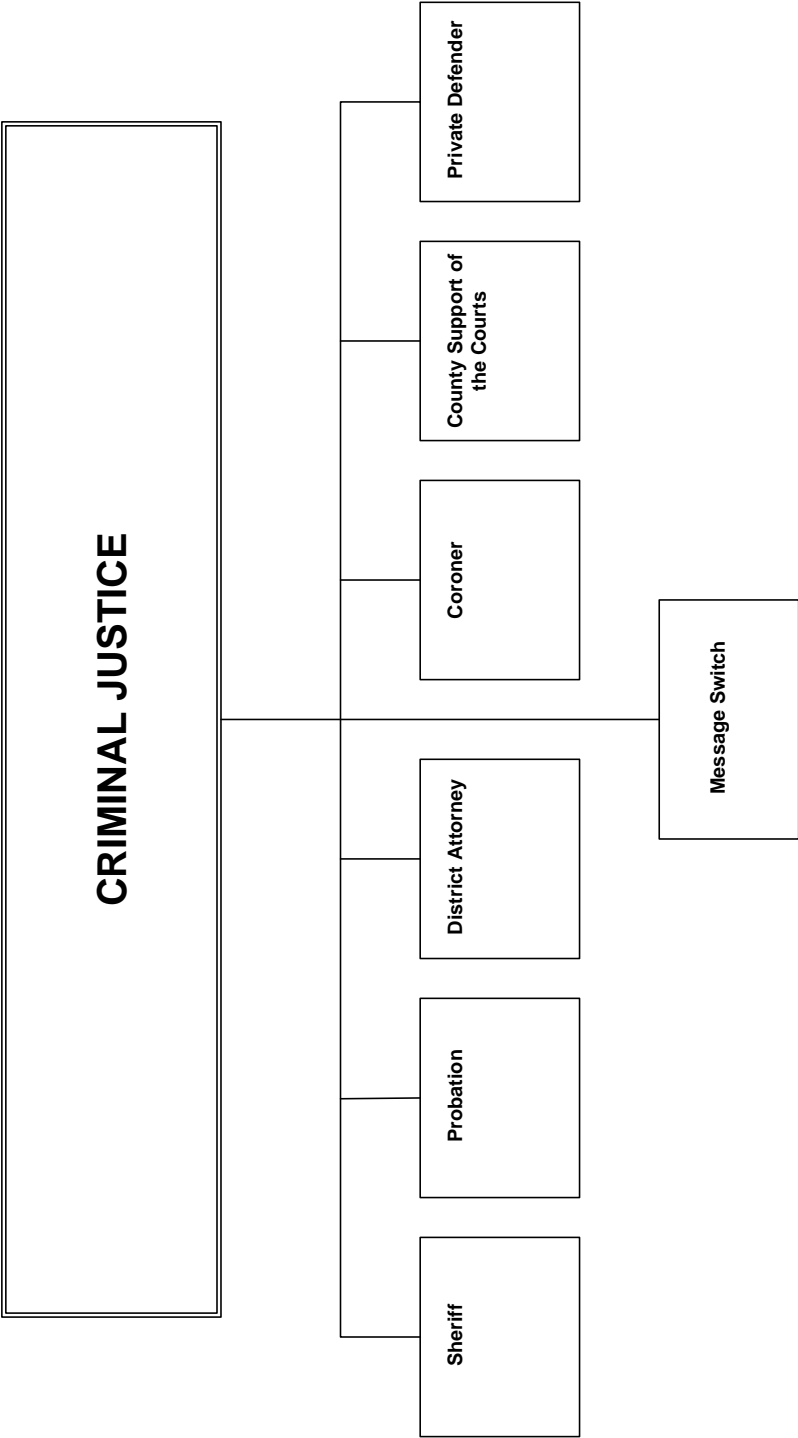
The highest standards
of public service

A common vision
of responsiveness

The highest standards
of ethical conduct

Treating people with respect
and dignity

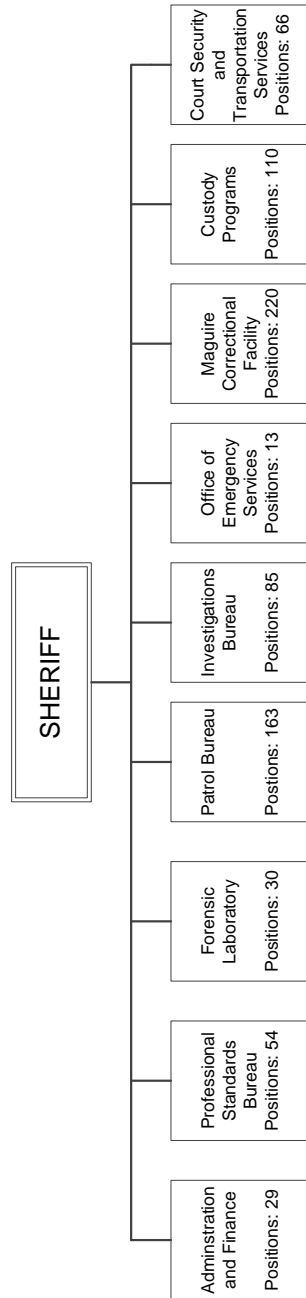




Criminal Justice FY 2015-16 and 2016-17 All Funds Summary

Total Requirements	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
General Fund Budgets							
Sheriff's Office	180,135,295	184,590,055	214,493,026	215,082,118	589,092	245,221,745	30,139,627
Message Switch	1,370,739	1,295,085	1,355,942	1,337,203	(18,739)	1,098,115	(239,088)
Probation Department	73,154,433	78,525,394	85,673,399	89,291,656	3,618,257	86,258,363	(3,033,293)
District Attorney's Office	24,181,617	26,765,675	32,256,821	33,556,592	1,299,771	33,850,634	294,042
Private Defender Program	16,921,735	17,255,047	17,516,277	17,520,682	4,405	17,521,174	492
County Support of the Courts	20,387,597	19,966,725	20,690,765	21,014,858	324,093	21,017,326	2,468
Coroner's Office	2,708,658	2,664,372	3,070,925	3,195,476	124,551	3,275,891	80,415
Total General Fund	318,860,073	331,062,353	375,057,155	380,998,585	5,941,430	408,243,248	27,244,663
Total Requirements	318,860,073	331,062,353	375,057,155	380,998,585	5,941,430	408,243,248	27,244,663
Total Sources	164,192,905	162,318,504	187,038,369	185,765,589	(1,272,780)	181,554,992	(4,210,597)
Net County Cost	154,667,168	168,743,849	188,018,786	195,232,996	7,214,210	226,688,256	31,455,260

SHERIFF'S OFFICE



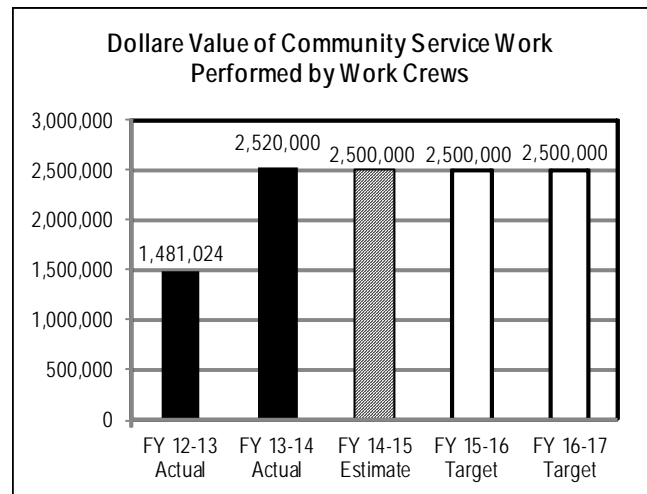
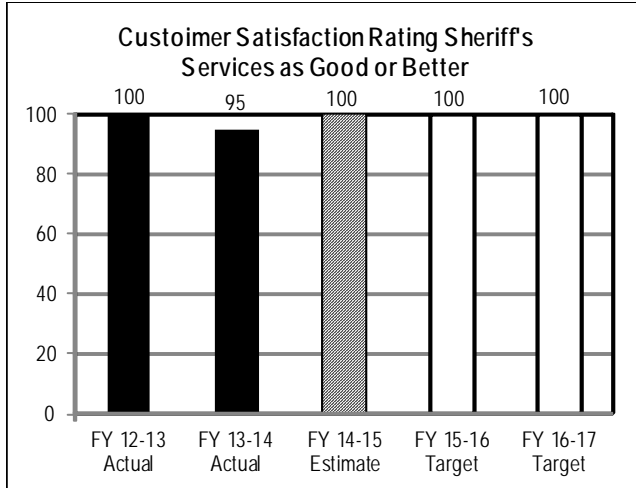
Department Locator

County

Criminal Justice

▷ Sheriff's Office

Key Department Measures



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 Court, 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 the community and youth population.

Overview

The San Mateo County Sheriff's Office provides Law Enforcement and records administration to the unincorporated areas and eight contract jurisdictions (Woodside, Portola Valley, San Carlos, Half Moon Bay, Millbrae, SamTrans / Caltrain, Eichler Highlands, and North Fair Oaks) of the County. In addition, the office provides security to the Courts and securely transports almost 24,000 inmates annually. The Sheriff's Office provides thorough investigative services of all crimes, including sexual assaults, cases of child sexual abuse, and internet crimes, as a foundation for prosecution. The Sheriff's Office protects the community by providing a safe and secure environment for inmates, including medical, nutritional, hygienic, legal, and spiritual needs, in partnership with Correctional Health Services, the Service League of San Mateo County and other community based organizations. The Office strives to provide alternatives to incarceration through programs and services in an ongoing effort to improve life and support successful transition of inmates back into the community. The Forensic Lab provides specialized investigative and scientific analytical services. In addition, the Office provides leadership to Sheriff's Gang Intelligence Unit, Vehicle Theft Task Force, Narcotics Task Force, NCRIC, Office of Emergency Services and Homeland Security, and HIDTA, as well as participate in County-wide Gang Task Force (GTF), Community Alliance to Revitalize our Neighborhood (CARON), and the Drug Awareness and Resistance Education (DARE) programs. The Sheriff's Office of Emergency Services provides County-wide emergency management, planning, and response for rescue calls, missing persons, hazardous materials, public safety, bomb threats, and natural disasters.

During FY 2013-15, the Sheriff's Office achieved several major accomplishments, which benefitted the residents of San Mateo County. The Office continued to successfully maintain shared service agreements with the San Carlos, Half Moon Bay, and Millbrae municipal police departments, thereby staffing and maintaining public safety in a total of 8 contract areas and the unincorporated areas of San Mateo County. The Sheriff's Office also continued the effective management of the replacement jail project, which will be opening in March 2016. The Maple Street Correctional Center will provide expanded opportunities for education and vocational training in state of the art computer labs and classroom space, substance abuse treatment and counseling, and family and relationship counseling. The Corrections Division continued to maintain a safe and secure correctional facility, and implemented the evidence-based Correctional Assessment and Intervention (CAIS) tool and completed the certification process for the first group of corrections staff. In addition, the Corrections Division implemented a new Jail Management System (JMS), which is the first component of the County's larger Criminal Justice Integration (CJI) project, and will integrate all aspects of inmate management and enhance the ability to analyze and report on trends. Additionally, the Sheriff's Office continues to participate as a member of the Community Corrections Partnership to assist in the implementation of the AB-109 State Prisoner Realignment plans. The Forensic Laboratory continued to meet our customers' needs in the high volume areas of Controlled Substances and Blood Alcohols, continued to see significant case resolutions through CODIS DNA hits, and was one of only 17 laboratories in the County to have our application accepted to receive a fully-funded NIBIN equipment upgrade in the Firearms Unit.

The Sheriff's Community Programs and Sheriff's Activity League (SAL) have been successful in securing over \$400,000 in grants and fundraising to bolster programs offered to the youth of San Mateo County. This has allowed the Sheriff's Office to significantly expand its services to new areas and increase the number of youth served in the county from roughly 1,200 youth in 2009 to over 3,500 youth in SAL programs and an additional 10,000 youth through special events. The children enjoy school tutoring, mentoring, education on the dangers of drugs and gangs, and leisure activities such as dancing and soccer. In addition, in partnership with the City of Half Moon Bay, the Sheriff's Patrol Bureau assisted in building a new Department Operations Center. The Office of Emergency Services is in the planning stages of replacing the current SMC Alert mass notification system with a more robust and advanced technology system, which includes a countywide mass Telephone Emergency Notification System and social media capabilities for all jurisdictions in the Operational area. The Investigations Division continued to provide thorough investigative and special task force services, while the Northern California High Intensity Drug Trafficking Area program (NCHIDTA) / Northern California Regional Intelligence Center (NCRIC) seized more than \$498 million worth of illegal drugs and over \$19.5 million in cash. In addition, the NC HIDTA/NCRIC has been able to unify isolated data from independent agencies throughout the Bay Area into common interfaces; enhancing the region's law enforcement and public safety capabilities via superior analysis through the management of various information sharing systems, including Palantir, IBM Coplink and Cal COP.

The Office is increasingly facing additional changes and challenges in the coming year. In FY2015-17, the Office expects to increasingly feel the effects of the AB-109 State Prisoner Re-alignment, as well as the effects of Proposition 47. The Program Services Bureau within Corrections will continually review its programming curricula to ensure that inmates who might receive shorter sentences as a result of Proposition 47 can benefit from in-custody programs and services regardless of the inmates length of stay. As part of the continuum of care re-entry model, the Corrections Division will continue to collaborate with multi-disciplinary partners to prepare approximately 200 inmates for re-entry into the community through the County's Unified Re-Entry Program. Despite these challenges, the Office will continue to seek creative solutions to ensure there is space available to offer the programming and partnership staff review in preparation for those inmates who will be facing re-entry. In the coming years, NCHIDTA/NCRIC is continuing to develop a cyber-threat analysis program to assist in the identification, mitigation, deterrence and prevention of cyber threats, which will improve information sharing regarding cyber threats to protect government and critical infrastructure throughout Northern California and the Nation. Over the next two years, the Sheriff's Forensic Laboratory anticipates the added challenge of increased Federal mandates in the area of DNA analysis requiring an increase of seven new

genetic markers; going from 13 genetic markers to 20 genetic markers, which will require new instrumentation, reagent sets, and a lengthy validation study. A significant amount of personnel time will be necessary to validate these additional seven genetic markers necessary for CODIS entry, which poses challenges to maintaining the same level of service in processing cases and turnaround times.

The Office will continue to strive to maintain high levels of service despite the continued loss of Federal and State funding, and will continue to aggressively seek grant funding to support many of the Office's programs, such as in the Forensic Laboratory, Office of Emergency Services, and Sheriff's Community Programs. Assigned personnel will continue to be asked to perform at a high level and assume responsibilities beyond that of traditional patrol. Despite these funding and staffing challenges, in the coming year, the Office is committed to increasing Emergency Preparedness Training on the Coastside, as well as continuing to work closely with local schools to ensure the safety and security of students and school staff. The Office will continue to review spending patterns, manage staff vacancies, and monitor and control overtime usage while continuing to seek shared service solutions and cost-saving efficiencies to remain fiscally responsible.

Sheriff's Office (3000B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		159,446	514,149	565,054	50,905	570,519	5,465
Licenses, Permits and Franchises	3,065	3,603	2,100	2,100		2,100	
Fines, Forfeitures and Penalties	271,129	297,118	293,636	293,636		293,636	
Use of Money and Property	400						
Intergovernmental Revenues	70,487,412	66,759,436	91,343,564	88,271,475	(3,072,089)	89,193,874	922,399
Charges for Services	10,483,011	10,617,591	10,370,321	9,898,074	(472,247)	10,015,740	117,666
Interfund Revenue	3,752,691	4,197,096	3,581,778	5,468,362	1,886,584	5,522,047	53,685
Miscellaneous Revenue	1,140,232	1,300,362	863,986	742,597	(121,389)	742,597	
Other Financing Sources	18,800	21,150					
Total Revenue	86,156,740	83,355,804	106,969,534	105,241,298	(1,728,236)	106,340,513	1,099,215
Fund Balance	12,858,673	12,411,313	9,263,553	8,884,255	(379,298)	8,884,255	
TOTAL SOURCES	99,015,414	95,767,117	116,233,087	114,125,553	(2,107,534)	115,224,768	1,099,215
REQUIREMENTS							
Salaries and Benefits	135,313,557	137,934,084	156,609,643	160,974,528	4,364,885	163,725,705	2,751,177
Services and Supplies	14,232,204	14,590,397	21,866,903	19,661,087	(2,205,816)	19,732,527	71,440
Other Charges	18,132,954	22,681,292	21,689,470	25,456,064	3,766,594	27,090,673	1,634,609
Fixed Assets	4,080,804	3,593,433	7,365,691	2,091,580	(5,274,111)	1,816,580	(275,000)
Other Financing Uses	2,415,087	1,388,188	1,451,314	1,694,599	243,285	27,667,455	25,972,856
Gross Appropriations	174,174,606	180,187,393	208,983,021	209,877,858	894,837	240,032,940	30,155,082
Intrafund Transfers	(1,277,703)	(1,495,377)	(1,802,929)	(2,108,674)	(305,745)	(2,124,129)	(15,455)
Net Appropriations	172,896,902	178,692,016	207,180,092	207,769,184	589,092	237,908,811	30,139,627
Contingencies/Dept Reserves	7,238,392	5,898,039	7,312,934	7,312,934		7,312,934	
TOTAL REQUIREMENTS	180,135,295	184,590,055	214,493,026	215,082,118	589,092	245,221,745	30,139,627
NET COUNTY COST	81,119,881	88,822,939	98,259,939	100,956,565	2,696,626	129,996,977	29,040,412
AUTHORIZED POSITIONS							
Salary Resolution	679.0	701.0	762.0	770.0	8.0	770.0	
Funded FTE	670.9	696.9	730.4	764.8	34.4	764.8	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$2,107,534 or 1.8% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$50,905 in this funding source due to increases in Measure A tax revenue to cover salary and benefit increases for the School Resources and OES Coastside Coordinator programs.

Intergovernmental Revenues

There is a net decrease of \$3,072,089 in this funding source due to reductions of \$12,142,629 in grant revenue expected to be received. This decrease was partially offset by an increase in \$4,293,011 in Realignment Sales Tax revenue, an increase of \$4,213,103 in Public Safety Prop 172 revenue, and an increase of \$564,426 in other Grant revenue and Aid from Cities

Charges for Services

There is a net decrease of \$472,247 in this funding source due to decreases of \$210,000 in Care of State Inmate revenue due to loss of this source of revenue, and decreases of \$843,434 in Patrol Services revenue due to moving this revenue to Interfund Revenue. This decrease was partially offset by an increase of \$581,187 in Transportation Security revenue and other Patrol Service revenue.

Interfund Revenue

There is a increase of \$1,886,584 in this funding source due to increases of \$1,023,274 in Other Interfund Revenue for Narcotics Task Force, Vehicle Theft Task Force, and Health Security; and increases of \$863,310 due to moving revenue for Patrol Services from Charges for Services.

Miscellaneous Revenue

There is a net decrease of \$121,389 in this funding source due to decreasing estimates of Miscellaneous Revenue.

Other Financing Sources

There is no change in this funding source.

Fund Balance

There is a net decrease of \$379,298 in this funding source due to a decrease of \$200,000 spent on Service League in FY14/15, and a decrease of \$179,298 spent on the operations of Women's Transitional Facility in FY14/15. Fund Balance used for one-time projects and purchases in FY 2014-15 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by \$589,092 or.27% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$4,364,885 in this expenditure category due to an increase in salaries and benefits of \$5,127,665 due to cost of living and step increases, and \$2,917,090 due to the addition of expected salary and benefit expenditures related to the opening of Maple Street Correctional Center and the addition of 8 positions. This increase was partially offset by decreases of \$327,526 in grant related salary and benefit expenditures.

Services and Supplies

There is a net decrease of \$2,205,816 in this expenditure category due to a decrease of \$3,249,434 for closed grant expenditures and adjustments to meet budget targets. This decrease was partially offset by an increase of \$1,043,618 in planned expenditures for Maple Street Correctional Center.

Other Charges

There is a net increase of \$3,766,594 in this expenditure category due to adjustments to meet service charge budgets.

Fixed Assets

There is a net decrease of \$5,274,111 due to the removal of one-time purchases from FY 2014-15.

Other Financing Uses

There is a net increase of \$243,285 in this expenditure category due to increases in the rent service charge budgets.

Intrafund Transfers

There is a net increase of \$305,745 in this expenditure category due to increases of \$215,000 for Intrafund transfers budgeted to offset expenditures in Maple Street Correctional Center, and \$100,000 to offset contract expenditures for the OES Continuity of Operations Plans. This increase was partially offset by \$80,171 in adjustments made to meet budget targets.

Contingencies/Departmental Reserves

There are no changes to Non-General Fund Reserves. The balance in General Fund Reserves represents 3.5% of Net Appropriations, which exceeds the County 2% Reserves policy by \$3,157,550. There are no changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of \$2,696,626 or 2.7% in this Department's General Fund allocation.

FY 2016-17 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$1,099,215 or .96% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$5,465 in this funding source due to increases in Measure A tax revenue to cover salary and benefit increases for the School Resources and OES Coastside Coordinator programs.

Licenses, Permits and Franchises

There is no change in this funding source.

Intergovernmental Revenues

There is a net increase of \$922,399 in this funding source due to increases in Realignment Sales Tax and Public Safety Proposition 172 revenue to fund Maple Street Correctional Center, as well as increases to adjust for expected grant revenue.

Charges for Services

There is a net increase of \$117,666 in this funding source due to increases in expected law enforcement contract revenue.

Interfund Revenue

There is a net increase of \$53,685 in this funding source due to increases in expected law enforcement contract revenue.

TOTAL REQUIREMENTS

Total Requirements increased by \$30,139,627 or 14% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$2,751,177 in this expenditure category due to scheduled salary and benefits and step increases. There were no position changes made in the FY16-17 budget.

Services and Supplies

There is a net increase of \$71,440 in this expenditure category due to adjustments to meet budget targets.

Other Charges

There is a net increase of \$1,634,609 in this expenditure category due to adjustments to meet service charge budgets, mainly due to an increase in rent for Maple Street Correctional Center.

Fixed Assets

There is a net decrease of \$275,000 due to the removal of one-time purchases from FY 2015-16.

Other Financing Uses

There is a net increase of \$25,972,856 in this expenditure category due to the addition of the new Debt Service payment for the Maple Street Correctional Center.

Intrafund Transfers

There is a net increase of \$15,455 in this expenditure category due adjustments to meet budget targets.

Contingencies/Departmental Reserves

There are no changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of \$29,040,412 or 28.8% in this Department's General Fund allocation.

Administrative and Support Services (3011P)

Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Administration and Support Services**

Program Outcome Statement

Efficiently manage and provide fiscal and administrative support

Program Results

The Administrative and Support Services program provides departmental leadership, 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. The Administration and Support Services Division continues to strive to maintain high levels of service despite the continued loss of Federal and State funding, such as State Criminal Alien Assistance Program (SCAAP) funding.

The Administration and Support Services Division supports critical corrections and law enforcement functions while maintaining a high customer satisfaction rating, currently at 93%, which indicates the continued quality of law enforcement services provided by the Sheriff's Office for San Mateo County citizens. The Sheriff's Office continues to operate efficiently, and has maintained a low administration-to-operations ratio, currently reflecting 2.5% of the department's budget allocated for administrative purposes. Administration and Support Services provides support to several significant Division projects through data gathering and reporting, as well as meeting facilitation, acting as a liaison with the County Manager's Office and Board of Supervisors, and other key support activities. In addition, Administration and Support continues to serve as fiscal agent for the Office of Emergency Services (OES) Joint Powers Authority, Bay Area Regional Interoperable Communications System (BAYRICS), Vehicle Theft Task Force, High Intensity Drug Trafficking Agency, and Narcotics Task Force.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Employee Engagement	74%	92%	93%	94%	94%
Percent of employee evaluations completed annually	95%	95%	97%	96%	96%
Customer satisfaction rating services as good or better	100%	95%	100%	100%	100%

Administrative and Support Services (3011P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	185.0	191.0	27.0	29.0	2.0	29.0	
Funded FTE	181.0	187.0	27.0	29.0	2.0	29.0	
 Total Requirements	12,154,672	14,400,768	14,733,105	14,427,879	(305,226)	14,597,228	169,349
Total Sources	13,620,751	13,245,511	11,714,663	11,278,976	(435,687)	11,278,976	
Net County Cost	(1,466,079)	1,155,257	3,018,442	3,148,903	130,461	3,318,252	169,349

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. .

Total Requirements	Total Sources	Net County Cost	Positions
(676,098)	(56,389)	(619,709)	0

2. Fiscal Reorganization

As a continuation of the Sheriff's Office reorganization, and due to increased departmental growth, two Financial Services Manager positions are added to oversee the two distinct financial aspects of the Fiscal division. The positions are funded through a reallocation of existing funding.

Total Requirements	Total Sources	Net County Cost	Positions
370,872	0	370,872	0

3. Fund Balance Adjustments

Budget adjustments are made to reduce Fund Balance for prior year funding of the Women's Transitional Facility and Service League contract.

Total Requirements	Total Sources	Net County Cost	Positions
0	(379,298)	379,298	

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(305,226)	(435,687)	130,461	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
169,349	0	169,349	0

Professional Standards Bureau (3013P)

Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Professional Standards Bureau**

Program Outcome Statement

Provide training, technology support, personnel, records, and relief staffing services

Program Results

The Professional Standards Bureau oversees a variety of responsibilities including the recruiting, hiring, and training of all Sheriff's Office employees. Additionally, the Bureau maintains records for candidates, employees, and allied agencies in order to ensure adequate departmental staffing and training. The Bureau also coordinates all mandates and elective training for members of the Sheriff's Office. Recruiting efforts are ongoing and a top priority for the Bureau. The Sheriff's Office strives to build a top-notch workforce which reflects the diversity of the communities it serves. The Property Unit continues to maintain a secure and safe environment for found/lost property and all evidence that will be required for the successful prosecution of cases investigated by both the Sheriff's Office and the Sheriff's Office joint task forces. The Criminal Records Bureau provides a variety of records functions and assists members of the Sheriff's Office, the public and allied agencies. Records and services are currently available at four locations: the Hall of Justice in Redwood City, San Carlos, Half Moon Bay and Millbrae. The Professional Standards Bureau anticipates completing approximately 184 background investigations for sworn, civilian and volunteer positions by the end of FY 2014-15. For hires that occurred within the first two quarters of FY 2014-15, 100% successfully completed the probationary period, and 64% were women and/or minorities.

The Training Unit oversees training for all Professional and Sworn staff. FY 2014-15 training included Violent Intruder, Racial Profiling, Hate Crimes, Basic Accident Investigation, Low Speed Driving, RADAR/LIDAR, Temporary Holding Cells, Crisis Intervention Training (CIT), as well as weapons and specialized training. In 2014, the Sheriff's Office was in compliance with State regulatory authorities, which includes both Peace Officers Standards and Training (POST) and Standards and Training for Corrections (STC), with each sworn officer receiving an average of 40 hours of training. Going forward, the hiring and training of staff for the Maple Street Correctional Complex (MSCC) will continue to have priority attention as the Sheriff's Office brings aboard a diverse workforce from within the community to staff the facility. The Records Bureau will continue to lead the Office in the hosting and retrieval of critical data as it supports the Sheriff's goal of Intelligence Led Policing.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Total Number of STC/POST training hours received	1,800	20,958	21,000	20,000	20,000
Percent of new hires who are female and/or minority officers	50%	53%	47%	50%	50%
Total Unified Crime Report Crimes (Violent and Property)	-----	2,837	3,312	2,800	2,800

Professional Standards Bureau (3013P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	118.0	128.0	53.0	54.0	1.0	54.0	
Funded FTE	117.9	127.9	52.9	53.9	1.0	53.9	
 Total Requirements	11,342,050	11,364,127	11,986,626	14,330,508	2,343,882	14,667,371	336,863
Total Sources	3,443,503	3,456,180	3,699,836	4,527,972	828,136	4,573,820	45,848
Net County Cost	7,898,547	7,907,948	8,286,790	9,802,536	1,515,746	10,093,551	291,015

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increase, including County facility rent and Core IT; and an allocation of Intrafund transfers for contract city support services.

Total Requirements	Total Sources	Net County Cost	Positions
2,036,862	828,136	1,208,726	0

2. Psychiatric Emergency Response Team (PERT)

One Detective Deputy Sheriff position is added to create a Psychiatric Emergency Response Team, in partnership with Behavioral Health and Recovery Services. Built on best practice models in San Diego, Monterey, and Los Angeles Counties, the PERT program will enhance the collective (the Sheriff's Office, BHRS, and local jurisdictions) response to developing situations and incidents involving individuals experiencing mental health crises. Earlier intervention and referrals to therapeutic community resources will reduce unnecessary incarcerations and/or hospitalizations of

individuals with mental illness. The Detective position and associated program costs will be funded by an increase in Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
307,020	0	307,020	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
2,343,882	828,136	1,515,746	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and an allocation of Intrafund transfers for contract city support services.

Total Requirements	Total Sources	Net County Cost	Positions
336,863	45,848	291,015	0

Forensic Laboratory (3017P)

Program Locator

County

 Criminal Justice

 Sheriff's Office

▷ Forensic Laboratory

Program Outcome Statement

Provide thorough, timely, and quality forensic analysis

Program Results

The San Mateo County Sheriff's Office Forensic Laboratory serves all criminal justice agencies by providing specialized investigative and scientific services that result in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity and to ensure public safety. In FY 2015-17, a major challenge facing the Laboratory's Forensic Biology and DNA Unit will be the expansion of the Combined DNA Index System (CODIS) to include an additional seven genetic markers; increasing the number of core genetic markers from 13 to 20. By January 1, 2017, all CODIS-participating laboratories will be required to have the capability to type the minimum 20 core loci. This will require new instrumentation, reagent sets, staff training, and an extensive validation process. All of these activities will need to be accomplished while maintaining current caseload production.

The San Mateo County Sheriff's Office Forensic Laboratory anticipates meeting its goals for FY 2014-15. The number of positive associations or new suspects identified through forensic analysis in the Automated Fingerprint Identification System (AFIS), Combined DNA Index System (CODIS) and the National Integrated Ballistic Information Network (NIBIN) is 125 and 72% of Latent Prints, DNA, and Firearms cases will be completed within 30 days of assignment to an analyst.

Performance Measures

	FY 2011-12 Actual	FY 2012-13 Actual	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of customers rating Forensic Lab Services as good or better	85%	90%	90%	90%	90%
Percent of major cases involving crimes of property and person that relate to analysis of DNA, latent fingerprint, and/or firearms, completed within 30 days of assignment	-----	-----	72%	70%	70%
Number of positive associations or new suspects identified through forensic analysis in AFIS, CODIS, NIBIN	166	199	175	100	100

Forensic Laboratory (3017P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	29.0	30.0	30.0	30.0		30.0	
Funded FTE	29.0	30.0	30.0	30.0		30.0	
 Total Requirements	 6,781,942	 6,600,549	 7,966,379	 8,141,947	 175,568	 8,146,160	 4,213
Total Sources	4,298,244	4,067,338	4,835,633	4,611,084	(224,549)	4,616,583	5,499
Net County Cost	2,483,698	2,533,211	3,130,746	3,530,863	400,117	3,529,577	(1,286)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and a decrease in intergovernmental funding due to adjustments made to the FY13 DNA Backlog Grant.

Total Requirements	Total Sources	Net County Cost	Positions
175,568	(224,549)	400,117	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
4,213	5,499	(1,286)	0

Patrol Bureau (3051P)

Program Locator

County

 Criminal Justice

 Sheriff's Office

▷ **Patrol Bureau**

Program Outcome Statement

Keep communities safe by providing quality law enforcement services

Program Results

The Field Operations Division 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. The Patrol Bureaus provide services to the unincorporated areas of the County and within eight contract jurisdictions, including full police services within Woodside, Portola Valley, San Carlos, Half Moon Bay, and Millbrae; supplemental policing services to County Service Areas #1 and #8; and transit police services for SamTrans Transportation District including the police services for the CalTrain route from Gilroy to San Francisco. South County Command is comprised of Headquarters Patrol that serves the unincorporated areas of Redwood City, Menlo Park, Atherton as well as the contract towns of Woodside and Portola Valley. North County Command provides police services to the city of Millbrae, the Burlingame Hills area and the unincorporated areas of South San Francisco and other parts of the northern end of the County. The Coastside Patrol Bureau serves all coastal beats and the contract with Half Moon Bay. The San Carlos Police Bureau provides police services for the City of San Carlos. This includes investigation units within the Bureau such as Gang Intelligence, Crime Suppression, Traffic, K-9, Crisis Intervention Team, and Psychiatric Emergency Response Team. Along with the different bureaus and contract cities, the Sheriff's Office also maintains numerous specialized units.

The Field Operations Division incorporates a strong community policing philosophy into all services and activities provided which facilitates a sense of partnership with the communities and customers served. The Sheriff's Community Policing programs include Sheriff's Activity League (SAL), the North Fair Oaks Festival, Community Alliance to Revitalize Our Neighborhood program (CARON), and School Resources unit that provides Drug Awareness and Resistance Education (DARE) and Gang Resistance Education and Awareness Training (GREAT) classes at local schools. The Sheriff's Office School Resource Unit (SRU) also works with all of the schools in the Sheriff's jurisdiction. The SRU Deputies assist not only in education efforts but in violence prevention and emergency planning as well. Over the past six months, SRU Deputies have worked with schools to plan and practice emergency response plans. The Sheriff's Child Safety Seat Education Program continues to inspect car seats and train parents on proper installation to reduce child injuries and deaths. The Sheriff's Office remains committed to working with all communities in the County to prevent crime and to apprehend criminals.

The most significant trend or change on the horizon that could affect Field Operations performance goals for FY 2015-17, is use of technology within the community. Surveillance video systems are become more popular as the cost for start-up and maintenance has become more affordable. Using private recordings will offer an ability to increase solvability of a crime, yet will impact the amount of time on a call for service collecting the data recordings. Quickly solving crimes typically assists in reducing crimes and help people feel safe in their community, meeting the goal of providing a healthy and safe San Mateo County.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of life endangering interventions on railway system	26	29	22	25	25
Percent of Domestic Violence calls successfully referred to interventions programs (such as CORA)	-----	100%	84%	100%	100%
Average response time for Priority One calls (emergency calls, armed robbery, major in-progress calls) for Urban/Rural areas (in minutes)	-----	-----	8.38	8.00	8.00

Patrol Bureau (3051P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution			161.0	163.0	2.0	163.0	
Funded FTE			157.0	158.9	1.9	158.9	
Total Requirements	42,732,551	41,829,435	44,802,777	45,184,934	382,157	45,714,408	529,474
Total Sources	29,759,259	29,004,350	29,544,794	30,406,637	861,843	30,848,958	442,321
Net County Cost	12,973,293	12,825,085	15,257,983	14,778,297	(479,686)	14,865,450	87,153

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(25,142)	454,544	(479,686)	0

2. Transit Deputy Sheriffs

In accordance with the agreement between the Sheriff's Office and the San Mateo County Transit District, two Deputy Sheriff positions are added. These two Deputy positions will join the Transit team, and will patrol and respond to

incidents along the Transit corridor. The positions are fully funded by the Transit contract and there is no Net County Cost associated with the additions.

Total Requirements	Total Sources	Net County Cost	Positions
407,299	407,299	0	2

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
382,157	861,843	(479,686)	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
529,474	442,321	87,153	0

Investigations Bureau (3053P)

Investigations Bureau (3053P)

Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Investigations Bureau**

Program Outcome Statement

Ensure safe community through investigation, arrest, and prosecution of criminals

Program Results

In 2014, The San Mateo County Sheriff's Office underwent a large reorganization to support departmental growth over the past few years. This change allowed for the Sheriff's Office to better address operational priorities and provide higher levels of service to the unincorporated areas and to the contract cities of Half Moon Bay, Millbrae and San Carlos. A Sheriff's Captain now fills the Chief of Police Services positions in Millbrae and San Carlos. A Sheriff's Lieutenant now fills the Chief of Police Services position in Half Moon Bay. While Investigations remains within the Operations Field Division, the area of responsibility (AOR) has been split into North County and South County Investigations. North County investigations encompasses the unincorporated areas of northern San Mateo County; the San Mateo County coast from Devil's Slide south to the Santa Cruz County line including the City of Half Moon Bay; the City of Millbrae; the Transit Police Bureau and the San Francisco International Airport. South County investigations encompasses the unincorporated areas of southern San Mateo County including North Fair Oaks and the contracts cities of Woodside, Portola Valley and San Carlos. The Sheriff's Property Unit was updated to high density shelving. The storage area was increased and brought up to current industry standards.

By working collaboratively with local, state and federal partners, the Investigations Division maximizes the ability and effectiveness in combating criminal activity. In this fiscal year, the Investigations Bureau anticipates reviewing 6,834 cases with each Detective performing an average of 342 investigations at an annual violent crime clearance rate of 47%. In the future, the Investigations Bureau performance will likely be affected from increased use of technology and criminal intelligence gathering. In addition, the concept of "Intelligence Led Policing" will aid in identifying criminal trends, occurrences of criminal events, and assistance in increasing the arrests of suspects involved in criminal activities. The Sheriff's Office expects these significant factors and changes in Investigations to positively affect future performance.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of Investigations reviewed annually by Investigations Bureaus	-----	5,909	6,834	6,850	6,850
Total average Investigations caseload per investigator	-----	60	47	50	50
Annual clearance rates of Violent Crimes (Criminal Homicide, Rape, Robbery, Assault) for unincorporated areas and Contract Cities.	-----	281	342	300	300

Investigations Bureau (3053P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution			82.0	85.0	3.0	85.0	
Funded FTE			82.0	84.0	2.0	84.0	
Total Requirements	18,662,487	19,531,092	24,842,972	24,631,023	(211,949)	24,952,169	321,146
Total Sources	12,277,949	13,173,040	17,257,197	17,022,034	(235,163)	17,185,526	163,492
Net County Cost	6,384,538	6,358,052	7,585,775	7,608,989	23,214	7,766,643	157,654

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(637,585)	(583,056)	(54,529)	0

2. Daly City PD Crime Analyst

In collaboration with the Daly City Police Department, one vacant Crime Analyst-Unclassified position is converted to a Lead Crime Analyst-Unclassified position. There is no Net County Cost for this change, as the position is fully funded through a contract with the Daly City Police Department.

Total Requirements	Total Sources	Net County Cost	Positions
(124,026)	0	(124,026)	(1)
124,026	0	124,026	1

3. NTF/VTTF Accountant II

One Accountant that will work jointly with the Narcotics Task Force, and Vehicle Theft Task force is added. The position will be funded jointly by Narcotics Task Force funds and Vehicle Theft Task Force funds, through Vehicle License Fees. There is no Net County Cost for this position.

Total Requirements	Total Sources	Net County Cost	Positions
114,663	114,663	0	1

4. VTTF Add two Deputy Sheriff's

Two Deputy Sheriff positions are added to the Vehicle Theft Task Force. These two positions are funded with 75% of a recently passed increase in Vehicle License Fees and 25% from a reallocation of Sheriff's Office funds.

Total Requirements	Total Sources	Net County Cost	Positions
310,977	233,230	77,747	2

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(211,949)	(235,163)	23,214	3

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
321,146	163,492	157,654	0

Office of Emergency Services (3055P)

Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Office of Emergency Services and Homeland Security**

Program Outcome Statement

Provide effective Emergency Services to San Mateo County

Program Results

The Sheriff's Office Homeland Security Division, Office of Emergency Services (OES) and Emergency Services Bureau (ESB) provides emergency management, law enforcement and fire service support, Search and Rescue services, Air Squadron Unit, Ceremonial Unit, Volunteers in Policing, and Reserves. Additionally, OES performs major planned event services, volunteer recruitment and training as well as Homeland Security funding coordination to support public safety efforts. In order to reduce loss of life, injury, and property, OES assists federal, state, and local jurisdictions with terrorism prevention, event mitigation, and disaster preparedness. OES aggressively seeks Department of Homeland Security grant funds to train, equip, and prepare San Mateo County for all types of hazards. The reduction in available Homeland Security grant funds will be a major challenge in the coming years. To compensate for the possible decline in grant funds, OES will seek ways to maintain services by moving from external contracts to utilizing internal resources.

The goal of OES is to increase awareness and to educate the residents of the County to prepare for and after a disaster. This can be accomplished by encouraging the public to receive Community Emergency Response Team (CERT) training, attend basic disaster prep lectures, increased enrollment in the SMC Alert program throughout the county by aggressive, multimedia advertising, community outreach through public and private schools to promote personal responsibility and preparedness during emergencies, and generally increasing the Sheriff's Office Homeland Security visibility in the community.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of Bomb Squad call-outs where a suspicious device is located and rendered safe	42	39	30	30	30
Dollar saved by use of Volunteers	\$683,400	\$612,000	\$155,155	\$150,235	\$150,000
Percent of emergency incidents responded to within 1 hour	100%	100%	100%	100%	100%

Office of Emergency Services (3055P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	12.0	13.0	13.0	13.0		13.0	
Funded FTE	12.0	13.0	13.0	13.0		13.0	
 Total Requirements	10,017,603	9,801,265	16,509,256	7,195,413	(9,313,843)	7,275,698	80,285
Total Sources	8,631,036	5,140,749	13,663,108	4,231,131	(9,431,977)	4,257,750	26,619
Net County Cost	1,386,567	4,660,516	2,846,148	2,964,282	118,134	3,017,948	53,666

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(9,621,511)	(9,634,145)	12,634	0

2. Fire Battalion Chief

A contract for the services of one Fire Battalion Chief for incident planning and response, project management, policy development, training and exercises is added. The contract is funded partially by the Emergency Management Performance Grant (EMPG), with the balance funded equally between the Joint Powers Authority agencies and the County, through an appropriation in the Sheriff's Office budget.

Total Requirements	Total Sources	Net County Cost	Positions
307,668	202,168	105,500	0

3. Continuity of Operations Plans

A one-time use of Reserves to fund the Continuity of Operations Plans project (COOP) is appropriated. The funding of this project will allow the Sheriff's Office and Office of Emergency Services to write and formally adopt functional and hazard plans for County Departments.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0
(100,000)	0	(100,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(9,313,843)	(9,431,977)	118,134	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
80,285	26,619	53,666	0

Maguire Correctional Facility (3101P)

Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Maguire Correctional Facility**

Program Outcome Statement

Safely house and care for the county's inmates

Program Results

The Maguire Correctional Facility (MCF) serves the community by incarcerating pretrial and sentenced inmates in a humane and respectful environment. MCF assists the San Mateo County criminal justice 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 that provides for their medical, nutritional, hygienic, legal, and spiritual needs.

In FY15-16 and FY16-17, the Office will continue to make operational adjustments in response to inmates serving custody time under the Public Safety Realignment Act of 2011 (AB109). For example, the Maguire Correctional Facility was not designed for multi-year incarceration periods, major programming, or accommodating realigned inmates needing longer-term services. Additionally, there will be a need to manage the facility security and operations while taking into consideration the more sophisticated inmate profile due to Realignment. Lastly, the Office will continue to effectively manage the much-needed replacement jail project to promote public safety.

The Sheriff's Office most recent State inspection indicated no serious discrepancies listed in the regular state mandated inspections of the facility. Between July and October 2014, there were 5,384 bookings (1,346 monthly average), including violent gang members, and assaultive / suicidal inmates, with minimal assaults on staff or other inmates. With the passage of Proposition 47 in November 2014, the Sheriff's Office experienced a decrease in the number of bookings in November and December (1,107 and 1,109 respectively). The Division continues to provide top-level training to specialized Correctional Officers and Deputies who form Emergency Response Teams, which are available in the correctional facilities at all times. Correctional staff has strengthened its relationship with Correctional Mental Health staff to address an increase in demand for mental health services. These steps have included an emphasis on developing and adhering to approved Inmate Management Plans to effectively manage and meet the needs of those inmates who require additional supervision and care. As part of the overall inmate intake process, the Release on Own Recognizance Program (ROR) continues to operate effectively with the Probation Department and the Courts, providing data to both agencies for the pretrial reports for each inmate sent to Court for arraignment.

During FY 2015-17, the primary priorities and goals for the Corrections Division are to continue implementation of the new Jail Management System (JMS) and to develop and train new correctional staff in jail operations. The Sheriff's Office will continue its 3-year strategic plan that focuses on programs and services. In the 2nd quarter of FY 2014-15, the Sheriff's Office kicked off Year 2 of its Jail Based Programming and Reentry Services Strategic Implementation Plan (SIP). Year 2 focuses on in-custody programs and services. In addition, the Corrections Division implemented the evidence-based Correctional Assessment and Intervention System (CAIS) tool and completed the certification process for the first group of staff. In-custody case managers (ICCM) will conduct approximately 600 CAIS assessments on sentenced inmates for in-custody programming and service needs and will work with approximately 300 inmates to develop and monitor program plans. In the second half of FY 2014-15, the Corrections Division will hire the final two

ICCMs. The Program Services Bureau will review its programming curricula to ensure that inmates who might receive shorter sentences can benefit from in-custody programs and services regardless of their length of stay. As part of the continuum of care reentry model, the Corrections Division will continue to collaborate with multi-disciplinary partners to prepare approximately 200 inmates for reentry into the community through the County's Unified Reentry Program called Service Connect.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of inmates who are assessed with the Correctional Assessment and Intervention System (CAIS) tool.	-----	-----	600	600	600
Percent of sentenced inmates who work with an in-custody case manager.	-----	-----	50%	50%	50%
Number of persons booked into Custody	16,260	17,157	15,204	15,000	15,000

Maguire Correctional Facility (3101P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	219.0	221.0	224.0	220.0	(4.0)	220.0	
Funded FTE	219.0	221.0	224.0	220.0	(4.0)	220.0	
 Total Requirements	52,715,814	54,035,300	57,434,944	54,140,937	(3,294,007)	54,958,231	817,294
Total Sources	13,331,911	14,118,850	14,687,883	14,809,233	121,350	14,848,185	38,952
Net County Cost	39,383,902	39,916,450	42,747,061	39,331,704	(3,415,357)	40,110,046	778,342

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and a transfer of some Maguire expenses to the new jail (MSCC) under Program 3150P.

Total Requirements	Total Sources	Net County Cost	Positions
(2,537,826)	121,350	(2,659,176)	0

2. Maguire Body Scanner

Due to the increase in the level of sophistication of the average inmate in the jail, the Sheriff's Office is purchasing a RadPRO SECURPASS body scanner for the Maguire Correctional Facility. The body scanner will improve security and identify and remove contraband that can be used to engage in violence against others or oneself. The cost of the scanner is offset by a reduction in time, transportation, and medical costs due to eliminating the need to transport inmates to the hospital to have scans done offsite.

Total Requirements	Total Sources	Net County Cost	Positions
(225,000)	0	(225,000)	0
225,000	0	225,000	0

3. Move 1 Deputy and 3 CO's to MSCC

The Sheriff's Office is moving one vacant Deputy Sheriff position and 3 vacant Correctional Officer positions from Maguire Correctional Facility (31021) to Jail Planning Unit (30117), in accordance with the staffing plan for Maple Street Correctional Center. There is an equal offset under Program 3150P, resulting in no Net County Cost for this move.

Total Requirements	Total Sources	Net County Cost	Positions
(756,181)	0	(756,181)	(4)

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(3,294,007)	121,350	(3,415,357)	(4)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases, health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
817,294	38,952	778,342	0

Custody Programs (3150P)

Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Custody Program**

Program Outcome Statement

Provide rehabilitative services to promote community safety

Program Results

Custody Programs house minimum security-risk male and minimum to high security-risk female inmates in a safe and secure environment; provides public and rehabilitative services to promote community safety; supports the successful transition of inmates back into the community; prevents overcrowding and reduces costs at the Maguire Correctional Facility; and provides cost savings to government and non-profit agencies. The Program operates three facilities; the Women's Correctional Center (WCC), the Women's Transitional Facility (WTF), and the Men's Transitional Facility (MTF); and three custody alternatives programs the Sheriff's Work Program, Electronic Monitoring, and Work Furlough. Custody Programs also includes the Jail Planning Bureau (JPB), which oversees the jail project from planning to occupancy and represents the project's best interest by overseeing all transition responsibilities including preparing a staffing plan analysis, functional planning, and scenario development. Additionally, the JPB attends all construction meetings and will act as the liaison with the contractor on items supplied, track warranty information, permits, and agency approvals as well as work with the Board of State Community Corrections (BSCC) to ensure compliance.

Custody Programs incorporates several different facets of incarceration and rehabilitation. The WCC houses medium to high-risk offenders who are both sentenced and non-sentenced. Currently rated for 84 inmates, the facility has an average daily population just under 100%. WCC provides numerous programs and classes such as General Educational Development (GED), Gender Responsive Programs, Life Skills, Culinary and Gardening Programs, Computer Training, Vocabulary, Project Read and Substance abuse counseling. The Women's Transitional Facility (WTF) allows sentenced female inmates to obtain both personal and vocational skills to successfully re- enter society. Male inmates housed at the Men's Transitional Facility (MTF) participate in numerous programs such as Transition Animals Into Loving Situations (TAILS), where inmates learn patience and compassion while preparing dogs for adoption. The Alternative Sentencing Bureau includes the Sheriff's Work Program, Work Furlough and Electronic Monitoring.

The JPB has been established to plan for the Maple Street Correctional Center (MSCC) project and overcrowding mitigation at the adult correctional facilities. The new jail will be located on the 4.85 acre parcel, located in Redwood City at 1300 Maple Street. The Maple Street Correctional Center (MSCC) will address the need for transitional and re-entry services that can assist with reducing recidivism and is estimated to be completed by November 2015.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of total assaults at Women's Correctional Center	0	0	0	0	0
Dollar value of community service work performed by work crews	\$1,481,024	\$2,520,000	\$2,500,000	\$2,500,000	\$2,500,000
Percent of total inmate population participating in Custody Alternative Programs	25%	30%	30%	30%	30%

Custody Programs (3150P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	48.0	51.0	106.0	110.0	4.0	110.0	
Funded FTE	45.0	51.0	78.5	110.0	31.5	110.0	
Total Requirements	10,931,142	12,520,526	18,508,275	29,664,579	11,156,304	57,420,622	27,756,043
Total Sources	3,039,961	3,203,922	8,862,621	15,271,134	6,408,513	15,647,618	376,484
Net County Cost	7,891,181	9,316,604	9,645,654	14,393,445	4,747,791	41,773,004	27,379,559

FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
2,563,490	(24,202)	2,587,692	0

2. Fiscal Office Assistant Conversion

In accordance with the classification the employee is in, and following the approved staffing plan of the new Maple Street Correctional Center, one Legal Office Specialist position is converted into a Fiscal Office Assistant position.

Total Requirements	Total Sources	Net County Cost	Positions
(109,146)	0	(109,146)	(1)
90,273	0	90,273	1

3. Move 1 Deputy Sheriff and 3 Correctional Officers to MSCC

In accordance with the staffing plan for Maple Street Correctional Center, one vacant Deputy Sheriff position and 3 vacant Correctional Officer positions are moved from Maguire Correctional Facility (31021) to Jail Planning Unit (30117), There is an equal offset under Program 3101P, resulting in no Net County Cost for this move.

Total Requirements	Total Sources	Net County Cost	Positions
756,181	0	756,181	4

4. Maple Street Correctional Center

Appropriating revenue and expenditures for the expected operating costs of the Maple Street Correctional Center, to be opened in March of 2016. The additional expenditures are funded by a combination of Prop 172 funding, AB109 Realignment funding, and an additional \$4M in Sheriff's AB109 Reserves, with the remainder as a Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
7,855,506	6,432,715	1,422,791	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
11,116,304	6,408,513	4,747,791	4

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
1,932,143	376,484	1,555,659	0

2. Maple Street Correctional Center – Debt Service

Appropriating for the Maple Street Correctional Center debt service payment which will begin in FY16/17. The debt service payment will be fully funded through an increase in Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
25,823,900	0	25,823,900	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
27,756,043	376,484	27,379,559	0

Court Security and Transportation Services (3158P)

Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Court Security and Transportation Services**

Program Outcome Statement

Provide court security, civil enforcement, and the secure transportation of inmates

Program Results

The Court Security and Transportation Services Program provides security to the Courts, Superior Court staff as well as four operating Court Houses. Within the same Bureau, the Transportation Services Program provides secure transportation of inmates to / from court appointments, medical appointments, other county and state correctional facilities as well as prisoner extradition services throughout the United States. Safety and security goals are achieved by providing ongoing training, acquiring and maintaining the state of the art transportation vehicles and restraints, and ensuring all deputies are properly equipped to address any issues that may include criminal activity or medical emergencies. In the past year, Court Security and Transportation has provided security for 32 courtrooms and four security checkpoints. The Sheriff's Office has developed a Service Level Agreement with the State of California and is responsible for the Court Security funding from the State.

The Transportation Bureau estimates that at the end of FY 2014-15, over 22,000 inmates will have been transported throughout the criminal justice system, which equates to an average of 1,700 inmates transported per Deputy. The Bureau has been able to ensure the safe and timely transport of inmates with zero incidents or injuries to staff or the public. The Civil Enforcement Services Program performs mandated Court ordered services such as countywide evictions; possession levies; sales of real and personal property; and service of domestic violence restraining orders, welfare fraud, and some child support warrants. The Sheriff's Office anticipates serving approximately 800 Temporary Restraining Orders (TROs) in FY 2014-15. The Sheriff's Office is beginning to feel the effects of the Prison Realignment Bill (AB109) as a far more sophisticated class of inmates is being transported. Inmates prone too long to confinement have proven to be more willing to try to escape from custody, fashion handmade weapons and effectively communicate with other inmates in other State-run institutions.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of Staff or Public injuries during Transportation detail	0	0	0	0	0
Number of inmates transported annually per deputy	-----	1,507	1,717	1,500	1,500
Number of Temporary Restraining Orders (TROs) filed	675	664	804	825	825

Court Security and Transportation Services (3158P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	68.0	67.0	66.0	66.0		66.0	
Funded FTE	67.0	67.0	66.0	66.0		66.0	
 Total Requirements	14,797,034	14,506,993	17,708,692	17,364,898	(343,794)	17,489,858	124,960
Total Sources	10,612,799	10,357,177	11,967,352	11,967,352		11,967,352	
Net County Cost	4,184,235	4,149,816	5,741,340	5,397,546	(343,794)	5,522,506	124,960

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT. Increases are offset by decreases in Salaries and Benefits due to a mid-year adjustment.

Total Requirements	Total Sources	Net County Cost	Positions
(343,794)	0	(343,794)	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
124,960	0	124,960	0

Message Switch (1940B)

Budget Unit Locator

County

Criminal Justice

▷ **Message Switch**

Budget Unit Description

The mission of the San Mateo County Message Switch System (MSS) is to serve over 30 user agencies, including County criminal justice departments, City police departments, and State, Federal, and specialized law enforcement bodies by providing a specialized computer and communications network that electronically moves "messages" (inquiries, responses, and information bulletins) to and from major criminal justice and related law enforcement data bases maintained by San Mateo County, other Counties, State of California, State of Oregon, and Federal law enforcement agencies.

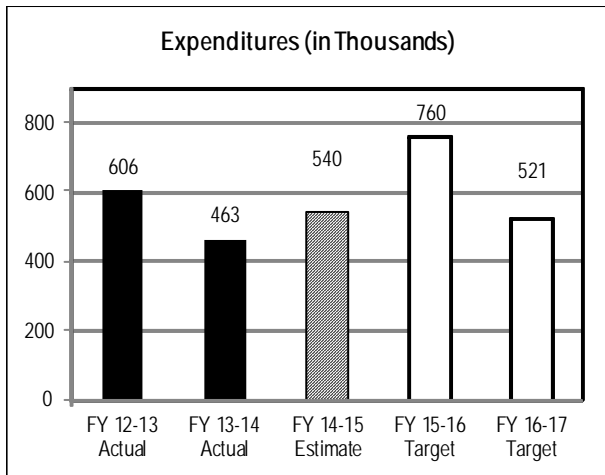
Using a secure network computing platform, the MSS exchanges criminal justice related information to include inquiries and law enforcement bulletins. Providing a high availability environment requires focus on 3 primary areas: 1) to the extent possible, eliminate any single points of failure in the MSS design, 2) the use of automated monitoring software to notice MSS support staff of any changes in MSS performance or availability and 3) security to prevent unauthorized access to the MSS.

Major accomplishments for FY 2014-15 are implementing a new TCP/IP interface to County CJIS and access to the Sheriff's Office JMS for pre-booking.

Major initiatives/plans for the next two years include beginning the effort to comply with the FBI/CLETS Advanced Authentication requirement which mandates two-factor authentication; continuing efforts to enhance the photo-image database by expanding access to photos from other partner law enforcement agencies; conducting a hardware refresh to replace the 7 year-old hardware to maintain a highly available system; replacing firewalls to ensure maximized network protection; and installing a virtualized environment which will host the NetMotion system (used for mobile encryption and authentication).

Program Results:

The result of this program is minimizing the number of unplanned outages of the MSS. This program has provided over 99.5% availability over the last 2 fiscal years.



Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of unplanned outages	1	0	1	0	0

Message Switch (1940B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	1,370,739	1,295,085	1,355,942	1,337,203	(18,739)	1,098,115	(239,088)
Total Sources	1,370,739	1,295,085	1,355,942	1,337,203	(18,739)	1,098,115	(239,088)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

No changes

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: internal service charge increases, including Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
0	0	0	0

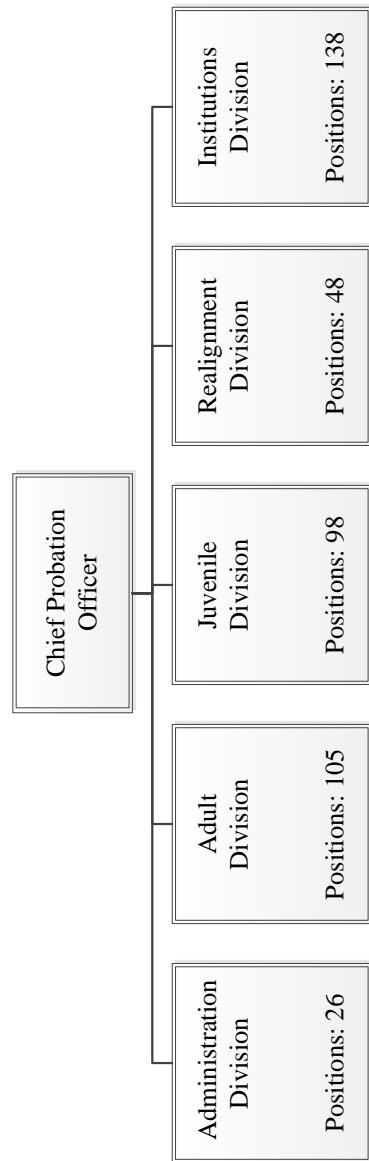
Message Switch (1940B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	536,191	527,711	520,928	516,351	(4,577)	516,351	
Interfund Revenue	1,843	2,795	2,882	4,990	2,108	4,990	
Total Revenue	538,034	530,506	523,810	521,341	(2,469)	521,341	
Fund Balance	832,705	764,579	832,132	815,862	(16,270)	576,774	(239,088)
TOTAL SOURCES	1,370,739	1,295,085	1,355,942	1,337,203	(18,739)	1,098,115	(239,088)
REQUIREMENTS							
Services and Supplies	416,873	381,432	466,657	657,245	190,588	473,923	(183,322)
Other Charges	267,086	270,894	270,991	244,222	(26,769)	247,456	3,234
Fixed Assets	103,790			59,000	59,000		(59,000)
Gross Appropriations	787,749	652,327	737,648	960,467	222,819	721,379	(239,088)
Intrafund Transfers	(181,589)	(189,373)	(197,568)	(200,038)	(2,470)	(200,038)	
Net Appropriations	606,160	462,954	540,080	760,429	220,349	521,341	(239,088)
Contingencies/Dept Reserves	764,579	832,132	815,862	576,774	(239,088)	576,774	
TOTAL REQUIREMENTS	1,370,739	1,295,085	1,355,942	1,337,203	(18,739)	1,098,115	(239,088)
NET COUNTY COST							

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SAN MATEO COUNTY PROBATION DEPARTMENT

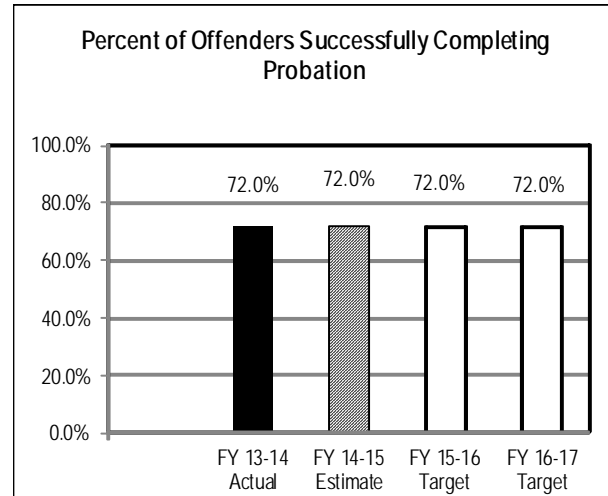
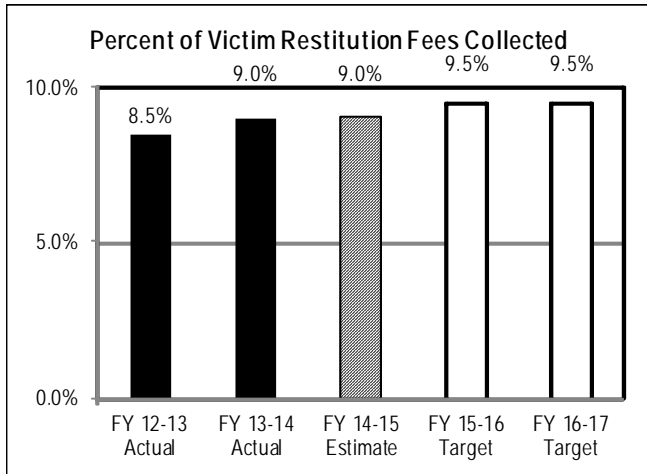


Department Locator

San Mateo County
Criminal Justice

▷ Probation Department

Measures



Mission Statement

The mission of the San Mateo County Probation Department is to enhance community safety, reduce crime, and assist the victims of crime through offender accountability and rehabilitation.

Overview

The San Mateo County Probation Department is responsible for the supervision of approximately 4,200 adults (including those in realignment/reentry and specialty courts), 500 juvenile probationers, and 24-hour supervision, or detention, for up to as many as 260 youth in the Juvenile Hall, Camp Glenwood, and Camp Kemp.

Within the criminal justice system, Probation represents the link between the application of appropriate consequences for illegal behavior and the establishment of offenders to productive, law-abiding lives. The primary purpose of the department is the enhancement of public safety, which is achieved in three specialized ways: 1) investigating major elements of crimes, the impact upon victims, the criminal histories and behavior of offenders, possible sentencing alternatives and providing this information to the Superior Court in the form of accurate and impartial reports and recommendations; 2) monitoring and supervising those placed on probation to ensure that court ordered "conditions of probation" are obeyed and public safety is maintained; and 3) providing opportunities for probationers to receive treatment, resources, and services that will prevent future criminal activities.

In FY 2013-15, the Department continued work on building a new, comprehensive case management system, named the "Probation Information Management System" or PIMS. Currently, the Department has separate case management systems for its juvenile and adult clients. Maintenance of these two systems has been problematic, often resulting in the systems being down, thus impeding service delivery. With this challenge, it has also proven difficult to track performance measures related to the different divisions within the Department. Oftentimes, staff rely on manual methods such as a myriad of spreadsheets to track performance measures which are very tedious and time

consuming. The Department has also contracted with the Joyfields Institute as it started working towards becoming a Certified Evidence Based Organization (CEBO).

In the latter part of FY 2014-15, the Department developed its new set of core values: (1) Leadership, (2) Integrity, (3) Professionalism, (4) Excellence, and (5) Teamwork.

In the past year, the Juvenile Services Division responded to a number of challenges including new State regulations, internal staffing changes as well as those related to Title IV-E of the Social Security Act. This division also went live with its new juvenile risk assessment tool, called the Juvenile Assessment and Intervention System (JAIS). Information from this tool will enhance community supervision by ensuring that adequate attention is provided to minors. The emerging challenge for the Division is providing services to the AB12 non-minor dependents without any funding specifically allocated for working with this population. In the next two years, the Division will work collaboratively with HSA on the development of a new Systems Improvement Plan.

The Institutions Division made several notable accomplishments such as the full re-opening of Camp Kemp, the near completion of the capital improvement projects at Camp Glenwood and the completion of the Loop Road project at the Youth Services Center. The Division also fully implemented the Prison Rape Elimination Act (PREA) policy designed to reduce, identify and appropriately respond to instances of sexual assault in detention facilities. As with past years, the Division continues to tackle the challenge of hiring and retaining qualified staff as well as implementing more Evidence Based programming within its facilities.

The Adult Services Division administers the Correctional Assessment and Intervention System (CAIS) risk assessment tool in order to provide risk based supervision in monitoring its probationers. In the past year, the Division conducted approximately 60% field visit compliance checks with high risk offenders and has spearheaded three multi-agency law enforcement task force operations focusing on offenders associated with fire arms, domestic violence, or sexual assault offenses.

The Realignment and Reentry Division continues to work collaboratively with its partners within the County as well as external stakeholders through the Unified Reentry Plan and the specialty courts. With the full launch of Social Solutions this past year, the Division was met with some challenges of entering past data regarding the AB109 population. Both the Adult Services and Reentry and Realignment Divisions were faced with challenges related to Proposition 47. Initial analysis has shown that approximately 202 active clients have been affected by the law. This continues to provide issues regarding department resources such as an increase in workload for both sworn and non-sworn staff. It also offers less time to help motivate offender compliance, particularly when the offender is not interested in making a change. Proposition 47 has likewise affected the number of offenders that qualify to enroll in the Bridges Program.

Over the next two fiscal years, the priorities of the Department include: successful implementation of the new case management system (PIMS) to produce efficiencies and provide ongoing outcome measurement of probation programs; working towards organizational Evidence-Based Certification; the expansion of EBP throughout adult and juvenile programs, including the plan to provide evidence-based trainings to more staff as well as the increased development and implementation of Risk Based Supervision Platform. The Department will also continue to examine division structure focusing on efficiencies, fiscal responsibility, and effective deployment of staff resources. Finally, the Department will explore alternative funding streams in order to maximize resources.

Probation Department (3200B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes				75,000	75,000	75,000	
Fines, Forfeitures and Penalties	23,168	18,881	22,100	16,566	(5,534)	16,566	
Intergovernmental Revenues	32,260,618	33,258,937	33,837,046	35,883,128	2,046,082	32,106,129	(3,776,999)
Charges for Services	1,412,074	1,497,493	1,340,834	1,423,122	82,288	1,423,122	
Interfund Revenue		3,490					
Miscellaneous Revenue	208,386	240,997	175,775	113,425	(62,350)	113,425	
Total Revenue	33,904,246	35,019,798	35,375,755	37,511,241	2,135,486	33,734,242	(3,776,999)
Fund Balance	3,068,128	3,675,247	4,501,613	3,019,286	(1,482,327)	2,419,286	(600,000)
TOTAL SOURCES	36,972,374	38,695,045	39,877,368	40,530,527	653,159	36,153,528	(4,376,999)
REQUIREMENTS							
Salaries and Benefits	51,288,254	54,030,890	59,287,483	60,601,610	1,314,127	61,793,099	1,191,489
Services and Supplies	22,409,503	24,314,259	25,129,333	23,711,642	(1,417,691)	23,826,012	114,370
Other Charges	15,822,246	8,076,297	8,125,397	9,743,651	1,618,254	9,867,539	123,888
Fixed Assets		755,227	1,822,217	4,462,033	2,639,816		(4,462,033)
Other Financing Uses		7,508,134	7,514,430	7,556,661	42,231	7,563,073	6,412
Gross Appropriations	89,520,004	94,684,807	101,878,860	106,075,597	4,196,737	103,049,723	(3,025,874)
Intrafund Transfers	(17,717,655)	(18,715,581)	(18,625,464)	(18,603,944)	21,520	(18,611,363)	(7,419)
Net Appropriations	71,802,349	75,969,227	83,253,396	87,471,653	4,218,257	84,438,360	(3,033,293)
Contingencies/Dept Reserves	1,352,084	2,556,167	2,420,003	1,820,003	(600,000)	1,820,003	
TOTAL REQUIREMENTS	73,154,433	78,525,394	85,673,399	89,291,656	3,618,257	86,258,363	(3,033,293)
NET COUNTY COST	36,182,059	39,830,349	45,796,031	48,761,129	2,965,098	50,104,835	1,343,706
AUTHORIZED POSITIONS							
Salary Resolution	408.0	410.0	414.0	415.0	1.0	415.0	
Funded FTE	400.2	398.6	403.3	412.5	9.2	412.5	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$653,159 or 1.6% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is a net decrease of \$5,534 in this funding source due to a reduction in the collection of Juvenile Traffic Fines and Fees.

Intergovernmental Revenues

There is a net increase of \$2,046,082 in this funding source due to increases in the Proposition 172 funding in the amount of \$3,583,107 to fund the new Probation Case Management System; the 2011 Public Safety Realignment Funding (AB 109) in the amount of \$339,638 to cover the projected staff cost increase; the utilization of Juvenile Probation Camp Funding (JPCF) in the amount of \$80,000 and Juvenile Justice Crime Prevention Act (JJCPA) in the amount of \$111,438 based on state allocation. This increase was partially offset by decreases in the Federal Title IV-E revenue in the amount of \$800,000 and expiration of the CalTrans grant for the Achieve 180 program in the amount of \$1,162,297.

Charges for Services

There is a net increase of \$82,288 in this funding source primarily due to increases in the collection of Adult Probationer Supervision Fees. This increase was partially offset by decreases in Juvenile Care and Maintenance Fees.

Miscellaneous Revenue

There is a net decrease of \$62,350 in this funding source due to decreases in the Worker's Compensation Insurance Refunds and SDI payments.

Fund Balance

There is a net decrease of \$1,482,327 in this funding source based on FY 2014-15 year-end projections. Fund Balance used for one-time projects and purchases in FY 2014-15 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by \$3,618,257 or 4.2% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,314,127 in this expenditure category due to negotiated labor increases, merit increases and position changes. One Assistant Chief and one Office Specialist were added to strengthen the executive management and office support for the department. One vacant Legal Word Processor position was converted to an Administrative Assistant II position for facilities management and coordination; one vacant Legal Office Assistant II position was converted to a Legal Office Specialist to better align the need of the Juvenile Traffic unit. Additionally, one vacant Deputy Probation Officer was deleted.

Services and Supplies

There is a net decrease of \$1,417,691 in this expenditure category due to decreases in contracted services associated with the CalTrans grant expiration for the Achieve 180 program. This decrease was partially offset by increases in ergonomic equipment needs and miscellaneous office maintenance and supplies.

Other Charges

There is a net increase of \$1,618,254 in this expenditure category due to county service charge increases including county facility rentals, Information Services Department automation services, and Human Resources charges. This increase was partially offset by decreases in personal needs expenses for clients.

Fixed Assets

There is a net increase of \$2,639,816 due to the additional cost for the acquisition of a new Probation Case Management System (PIMS).

Other Financing Uses

There is a net increase of \$42,231 in this expenditure category due to increases in facility surcharges. This increase was partially offset by decrease in debt services payments for the Youth Services Center Bond.

Intrafund Transfers

There is a net decrease of \$21,520 in this expenditure category due to lower reimbursement for staff cost for the Wrap Around program.

Contingencies/Departmental Reserves

There is a net decrease of \$600,000 in this expenditure category due to the use of reserves to provide partial funding for the new case management system. The balance in General Fund Reserves represents 2.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$70,570.

NET COUNTY COST

There is an increase of \$2,965,098 or 6.5% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$4,376,999 or 10.8% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$3,776,999 in this funding source due to the elimination of one time funding for the PIMS project.

Fund Balance

There is a net decrease of \$600,000 in this funding source. Fund Balance used for one-time projects and purchases in FY 2015-16 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements decreased by \$3,033,293 or 3.4% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,191,489 in this expenditure category due to negotiated labor increases and merit increases.

Services and Supplies

There is a net increase of \$114,370 in this expenditure category due to training cost increase and operating cost increase for the new system.

Other Charges

There is a net increase of \$123,888 in this expenditure category due to county service charge increases.

Fixed Assets

There is a net decrease of \$4,462,033 due to the removal of one-time purchase of the new PIMS from FY 2015-16.

Other Financing Uses

There is a net increase of \$6,412 in this expenditure category due to facility charge increases.

Intrafund Transfers

There is a net increase of \$7,419 in this expenditure category due to higher reimbursement for staff cost for the Wrap Around program.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 2.2% of Net Appropriations, which exceeds the County 2% Reserves policy by \$131,236.

NET COUNTY COST

There is an increase of \$1,343,706 or 2.8% in this Department's General Fund allocation.

Administrative Services (3211P)

Program Locator

County

Safe Community

Probation Department

▷ **Administrative Services**

Program Outcome Statement

Enhance Department operations through executive-level leadership and administrative oversight

Program Results

By offering department wide direction and administration support in the areas of human resources, fiscal, contracts and purchasing, and information technology, 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 department heavily relies on the County General Fund as budget continues to be a challenge as state revenues are capped for designated purposes. It is important to maximize resources in order to maintain the core services, but also meet expanded service needs. Management has made efforts to control costs and slowly build up reserves. Performance evaluations are important for assessing and communicating job performance status to employees and suggesting needed changes in behavior, attitude, skills or job knowledge. Performance evaluations also serve as a basis for supervisors to coach and counsel individuals as well as to identify and address performance deficiencies. The percentage of performance evaluations completed on time has slightly decreased since last year. Administrative Services oversees department contracts and purchasing process to ensure compliance with county policies. In the next two years, staff will work with the County Information Services Department (ISD) to complete the implementation of an integrated and comprehensive adult, juvenile, and institutions facility case management system that will greatly improve efficiencies and provide ongoing outcome measurement of Probation programs.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of outcome and efficiency goals and benchmarks met	---	87%	85%	85%	85%
Percent of employee performance evaluations completed annually	53%	53%	46.5%	40%	40%
Customer satisfaction rating of good or better	90%	90%	90%	90%	90%
Cost per capita	\$104	\$111	\$111	\$121	\$125
Employee Engagement	33%	55%	55%	55%	55%

Administration (3211P)

Resource Allocation Table

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	43.0	52.0	27.0	26.0	(1.0)	26.0	
Funded FTE	42.7	51.4	26.7	26.0	(0.7)	26.0	
 Total Requirements	807,746	1,905,522	3,594,719	5,256,543	1,661,824	1,097,089	(4,159,454)
Total Sources	1,380,794	2,273,387	2,582,403	4,656,543	2,074,140	879,544	(3,776,999)
Net County Cost	(573,048)	(367,865)	1,012,316	600,000	(412,316)	217,545	(382,455)

FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; transfer out of four positions to other divisions; elimination of one-time project from FY 2014-15; and increased Proposition 172 revenue to cover shared CJIS/CJI cost increases.

Total Requirements	Total Sources	Net County Cost	Positions
(2,645,178)	(1,787,893)	(857,285)	(4)

2. Probation Case Management System (PIMS)

The Department is working on building its new, comprehensive case management system, named the "Probation Information Management System" or PIMS. A vendor was selected in FY 2012-13 through the competitive bid process, however due to the expanded scope of work identified in the gap analysis, the project cost is expected to increase significantly. This additional cost is funded through the Proposition 172 funds and Department Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
3,862,033	3,862,033	0	0

3. Position Additions

One Assistant Chief Probation Officer position is added to strengthen the executive management of the department. The Assistant Chief will assist the Chief Probation Officer in planning, organizing, directing, and evaluating Probation Department daily activities in accordance with established laws, regulations, and policies. One Office Specialist position is added to provide better administrative support for the Department. Additionally, one Administrative

Assistant II position is added for facilities management and coordination of the department. A vacant Legal Word Processor position has been deleted in the Adult Division to generate savings.

Total Requirements	Total Sources	Net County Cost	Positions
444,969	0	444,969	3

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,661,824	2,074,140	(412,316)	(1)

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charges increases, including County facility rent and Core IT; and elimination of one-time purchase of the new Probation Case Management System from FY 2015-16.

Total Requirements	Total Sources	Net County Cost	Positions
(4,159,454)	(3,776,999)	(382,455)	0

Adult Services (3227P)

Program Locator

County

Safe Community

Probation Department

▷ **Adult Services**

Program Outcome Statement

Protect the public by enforcing probation conditions and supporting the Court's efforts to impose appropriate sentences

Program Results

The Adult Services Division contributes to the County's Shared Vision commitment to ensure public safety by reducing crime in neighborhoods and providing residents seamless service. Adult Services has two distinct service areas: Court services and Supervision services. The Court services unit consists of the Investigation unit which has responsibility for providing thorough, timely, and impartial information to the Superior Court. The Supervision services unit provides offender accountability through the enforcement of court-ordered probation conditions. Deputy Probation Officers administer an evidence-based assessment tool, Correctional Assessment and Intervention System (CAIS), to assess the different levels of supervision based on risk strategies to re-offend.

Approximately 2,000 court reports are written annually, of which an estimated 98% will be submitted within the established time frames. Deputy Probation Officers provide sentencing and treatment recommendations to Judges on a regular basis. The Department expects the same volume of client investigations and/or reports and the unit will continue to maintain its past performance of producing high quality output.

The Supervision services unit provides monitoring of approximately 1,300 regular supervised cases and 1,900 administrative bank cases in three field offices throughout the county. Approximately 63% of adults successfully complete probation each fiscal year. The department is responsible for making direct contact with offenders through routine field visits and through special field operations. Currently, the Division has recorded approximately 60% field visit compliance checks with high risk offenders and has spearheaded three multi-agency law enforcement task force operations focusing on offenders associated with fire arms, domestic violence, or sexual assault offenses.

Priorities for the next two years include working towards organizational Evidence-Based Certification and the expansion of Evidence-Based Practices throughout the adult and juvenile programs, including the plan to provide evidence-based trainings to more staff as well as the increased development and implementation of Risk Based Supervision Platform.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Adult Probationers completing probation without a new law violation	63%	69%	63%	69%	69%
Percent of reports submitted to the Court within established timeframe	98%	98%	98%	95%	95%
Percent of actual field compliance checks with high risk offenders:					
- Field Visits	-----	-----	60%	60%	60%
- Task Force Operations	-----	-----	75%	75%	75%

Adult Services (3227P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	115.0	122.0	104.0	105.0	1.0	105.0	
Funded FTE	113.5	118.7	101.0	103.9	2.9	103.9	
 Total Requirements	 19,111,007	 16,513,746	 17,809,005	 18,402,771	 593,766	 18,709,343	 306,572
Total Sources	5,052,587	5,639,626	5,394,724	5,715,178	320,454	5,640,853	(74,325)
Net County Cost	14,058,420	10,874,120	12,414,281	12,687,593	273,312	13,068,490	380,897

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; transfer in of two positions from the Administrative Division; and increases in the collection of adult probationer supervision fees.

Total Requirements	Total Sources	Net County Cost	Positions
687,351	320,454	366,897	2

2. Position Conversion

One Legal Word Processor position is converted to an Administrative Assistant II position in the Administrative Division to provide facilities management and coordination support for the department.

Total Requirements	Total Sources	Net County Cost	Positions
(93,585)	0	(93,585)	(1)

TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
593,766	320,454	273,312	1

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and a decrease in the state SB678 allocation.

Total Requirements	Total Sources	Net County Cost	Positions
306,572	(74,325)	380,897	0

Realignment and Reentry (3230P)

Program Locator

County

Criminal Justice

Probation Department

▷ **Realignment and Reentry Services**

Program Outcome Statement

Reduce recidivism through collaborative efforts in specialized supervision

Program Results

The Realignment and Reentry Services Division contributes to the County's Shared Vision commitment to ensure enhanced public safety by reducing crime and providing seamless coordinated services to residents. The Division serves the Assembly Bill (AB) 109 Realignment population, the County's re-entry efforts, the Pretrial unit and other specialized probation supervision programs that include the Bridges Program, Pathways, Drug Court, and the Veteran's Treatment Court.

AB 109 Realignment transfers responsibility for supervising inmates convicted of specific low level crimes and parolees from the state to counties. The key role of Probation under realignment is post-release case management and supervision of these offenders by creating the Post-Release Community Supervision (PRCS) Unit. Included in the PRCS caseload are those released from prison and jail after completing a term for parole violations and new, locally sentenced, offenders who are given split sentences referred to as "County Prison" commitments with subsequent Mandatory Supervision. There are approximately 360 offenders that are supervised in this unit, of these approximately 34% receive a split sentence. Although the number of split sentences within this population is beyond the control and purview of Probation, the information is an important element of Probation work as it assists officers in looking at alternatives to incarceration. Probation assesses the risk and needs of offenders, links them to appropriate services, and monitors compliance with court conditions. Approximately 70% of offenders in this unit complete probation with no new felony law violations.

Reentry is a county coordinated program through the partnership of many agencies to assist people incarcerated in county jail in re-entering the community through substance abuse and mental health treatment. One Probation Officer is assigned to assist those in custody who have a sentence which can be modified to a residential treatment program, by finding an appropriate program for them. Approximately 64% of reentry offenders will complete a treatment program.

This Division also provides specialized supervision programs through the specialty courts, such as Bridges, Pathways, Drug Court and the Veterans Treatment Court, that serve approximately 150 total offenders. Often, clients in these caseloads need intensive supervision that will also meet criminogenic needs associated with mental illnesses and/or substance abuse.

Priorities over the next two years include collaborating with County and community-based partners to provide evidence-based intensive supervision and support to high and medium risk AB109 supervisees, ensure that eligible offenders are placed in appropriate alternatives to custody in a timely manner, and track and measure outcomes to ensure continued reduction in recidivism.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Offenders Receiving a Split Sentence	54%	50%	36%	40%	40%
Percent of Reentry Offenders Completing Treatment Programs	-----	-----	64%	65%	65%
Percent of Realignment Offenders without new felony law violations	73%	72%	70%	70%	70%

Realignment and Reentry (3230P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution			49.0	48.0	(1.0)	48.0	
Funded FTE			48.5	47.7	(0.8)	47.7	
Total Requirements	6,856,734	9,395,204	11,046,981	9,631,714	(1,415,267)	9,789,076	157,362
Total Sources	3,619,692	5,621,716	5,582,849	4,753,085	(829,764)	4,827,410	74,325
Net County Cost	3,237,042	3,773,488	5,464,132	4,878,629	(585,503)	4,961,666	83,037

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; transfer out of one position to another Division; expiration of the CalTrans grant for the Achieve 180 program; and higher AB109 Public Safety Realignment revenue to cover increased staff costs.

Total Requirements	Total Sources	Net County Cost	Positions
(1,415,267)	(829,764)	(585,503)	(1)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases, and increases in the AB109 Public Safety Realignment revenue to cover staff cost increases.

Total Requirements	Total Sources	Net County Cost	Positions
157,362	74,325	83,037	0

Juvenile Services (3253P)

Program Locator

County

Criminal Justice

Probation Department

▷ **Juvenile Services**

Program Outcome Statement

Protect the community and restore victims through youth offender rehabilitation and accountability

Program Results

Each year, Juvenile Services writes approximately 500 reports for the Court with background information and recommendations and provides approximately 1,000 justice involved youth with an appropriate level of supervision based on a validated risk assessment tool. Based on court orders and agreed upon treatment plans, youth and their families are referred to appropriate services that support accountability for the crimes committed and strive to keep youth in the home while providing support for positive change. Through graduated sanctions, up to and including returning to Court and incarceration, probation staff provide structure and assure community safety and victim restoration.

On average, approximately 96% of all court reports are submitted by the Court deadline with approximately 500 new youth being placed on probation each year. With the loss of the Legal Word Processor classification, Deputy Probation Officers are writing the court reports, which may have a negative impact on reports being submitted by deadlines. Approximately 80% of youth on probation do not have new sustained law violations while on probation and approximately 92% of youth who are at risk of being removed from the home, are kept at home, which results in better outcomes for the youth and fiscal savings for the County. With improved use of the risk assessment tool, Juvenile Services will work to provide an appropriate level of supervision based on risk for re-offending and supervision strategy and therefore more efficiently use the resources of the Department while maintaining positive outcome rates.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of juvenile probationers completing probation without new sustained law violations	80%	80%	64%	80%	80%
Percent of juvenile probation reports submitted to court within established time frames	98%	92%	91%	92%	92%
Percent of youth in the Family Preservation and Wraparound Programs who remain in their homes	98%	92%	91%	92%	92%

Juvenile Services (3253P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	108.0	103.0	100.0	98.0	(2.0)	98.0	
Funded FTE	103.6	98.0	96.3	97.5	1.3	97.5	
 Total Requirements	 15,688,572	 20,337,618	 20,647,519	 22,996,555	 2,349,036	 23,271,600	 275,045
Total Sources	12,792,240	9,994,975	11,618,267	10,699,178	(919,089)	10,699,178	
Net County Cost	2,896,332	10,342,643	9,029,252	12,297,377	3,268,125	12,572,422	275,045

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; transfer out of one position to another Division; and reduction in the Federal Title IV-E revenue.

Total Requirements	Total Sources	Net County Cost	Positions
2,400,558	(994,089)	3,394,647	(1)

2. Position Changes:

One vacant Legal Office Assistant II position is deleted and one Legal Office Specialist position is added to better align with the staff responsibilities of the Juvenile Traffic unit. One vacant Deputy Probation Officer position is deleted to generate savings for office support needs of the department.

Total Requirements	Total Sources	Net County Cost	Positions
(126,522)	0	(126,522)	(1)

3. Commercially Sexually Exploited Children (CSEC):

Measure A funding and expenditures are allocated for the Probation Departments efforts to address the needs of vulnerable youth who have been identified as CSEC.

Total Requirements	Total Sources	Net County Cost	Positions
75,000	75,000	0	0

Total FY 2015-16 Program Funding Adjustments

Total Requirements	Total Sources	Net County Cost	Positions
2,349,036	(919,089)	3,268,125	(2)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
275,045	0	275,045	0

Institutions Services (3283P)

Program Locator

County

Criminal Justice

Probation Department

▷ **Institutions Services**

Program Outcome Statement

Ensure public safety through institutional care and rehabilitation of youth

Program Results

The Institutions Services Division provides juvenile court-ordered secure and non-secure programs, including detention, camps, and community service. The 170-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 education in order to have productive, crime-free lives in the community. The Margaret J. Kemp Camp 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 supervises youth with weekend community service and restorative justice projects. In addition, the Division provides staff to the Office of Education's Community Schools to maintain order and to intervene early in behavioral problems with youth.

The average daily cost per youth in the Juvenile Hall is steadily increasing even though the average daily population is decreasing. This is primarily due to increase in staffing costs. Treatment services continue to be a strong focus at all Probation facilities. In the Community Care Program, youth work on community service projects instead of serving custody time. The Program continues to be a successful intervention for youth. Youth in the Girls Program at Camp Kemp participate in individual, group, and family counseling and case management. The youth at Camp Glenwood for boys are offered meditation, health, mentoring, and case management services. The Institutions Division has increased its efforts with the juvenile Re-Entry program, which targets youth who are exiting custody and provides connections with professional case managers, mentors, or employment opportunities, in an effort to reduce recidivism. It is anticipated that 70% of youth will remain out of custody for one year upon being transitioned from the Camps into the community.

Priorities for the next two years include hiring and retaining qualified staff, implementing more Evidence Based Programming both within the facilities as well as those focusing on successful re-entry back into the community and replacing a deficient security and surveillance system that has impacted facility operations within the Youth Services Center.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actuals	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Average daily cost per youth at the Hall	\$641	\$622	\$789	\$800	\$810
Percent of enrolled youth successfully completing court-ordered programs	93%	90%	90%	90%	90%
Percent of youth not committing a new law violation with one year of release from the Camps	N/A	70%	70%	70%	70%

Institutions Services (3283P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	142.0	133.0	134.0	138.0	4.0	138.0	
Funded FTE	140.5	130.4	130.8	137.3	6.5	137.3	
Total Requirements	30,690,374	30,373,304	32,575,175	33,004,073	428,898	33,391,255	387,182
Total Sources	14,127,061	15,165,341	14,699,125	14,706,543	7,418	14,106,543	(600,000)
Net County Cost	16,563,313	15,207,963	17,876,050	18,297,530	421,480	19,284,712	987,182

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increases in the State Juvenile Probation Funding; and a mid-year transfer of 4 positions within the department to better align staffing and program services.

Total Requirements	Total Sources	Net County Cost	Positions
428,898	7,415	421,480	4

FY 2016-17 Program Funding Adjustments

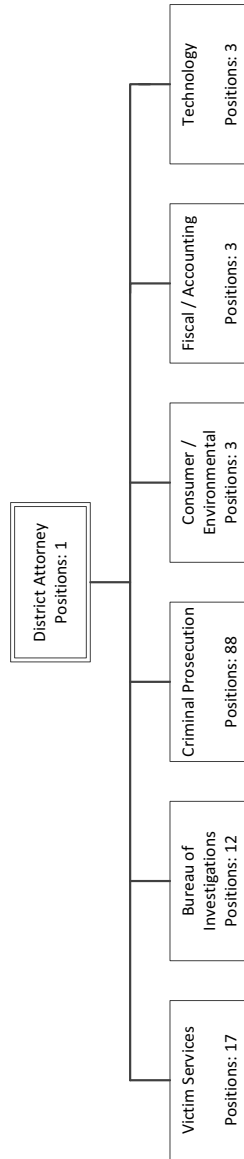
The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the elimination of Fund Balance used for one-time projects and purchases in FY 2015-16.

Total Requirements	Total Sources	Net County Cost	Positions
387,182	(600,000)	987,182	0

District Attorney



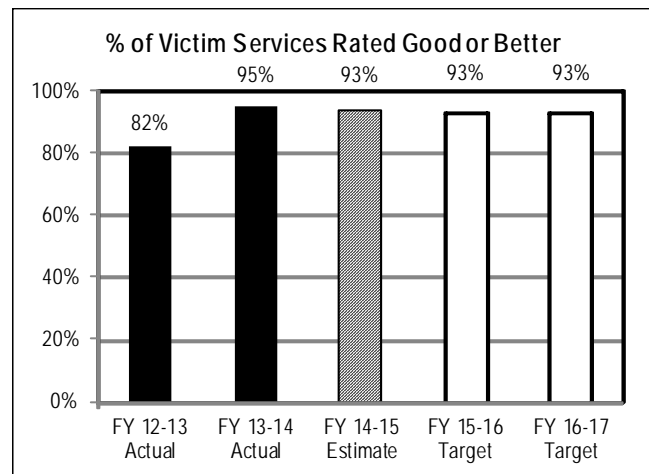
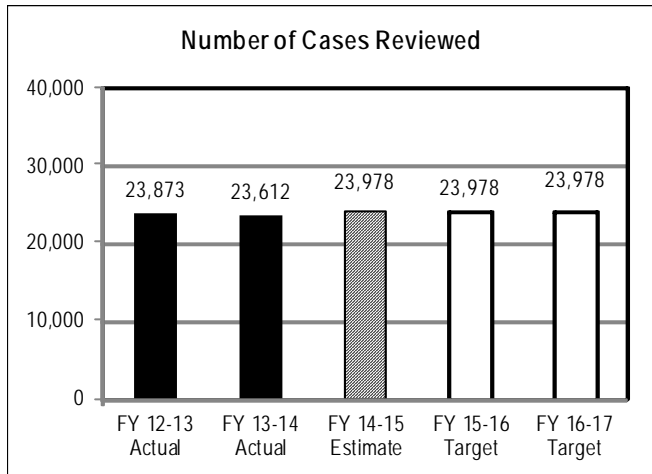
Department Locator

County

Agency

▷ **District Attorney's Office**

Key Performance Measures



Department Mission Statement

The mission of the District Attorney's Office is the prosecution of adult and juvenile offenders, providing support for victims of crime, enforcement of consumer and environmental laws, provision of legal and investigative support to other law enforcement agencies and dissemination of public information about law enforcement.

Overview

The District Attorney's Office reviews all requests for prosecution of felonies and misdemeanors in San Mateo County with the goal of holding offenders accountable for their criminal conduct. For those cases in which charges are filed, the District Attorney's Office handles the prosecution in court, provides witness assistance, conducts follow-up investigation, recommends appropriate punishment and seeks full restitution to the victims of the criminal conduct. Presently, there are a number of specialist prosecutors who handle certain complex or serious cases "vertically", meaning from the filing of the case to its conclusion. Vertical prosecutors handle cases involving homicide, gangs, domestic violence, sexual assault, and insurance fraud.

There are also several integral units within our office that provide resources to the community, such as: The Environmental and Consumer Protection Unit enforces laws protecting the environment in areas such as: handling, storage and disposal of hazardous waste, underground tanks used to store hazardous materials and air and water pollution; The Inspector's Bureau provides witness relocation, concealment and security in all cases, and most recently in human trafficking cases and gang cases and is responsible for all child abduction investigations that involve visitation; arrest violators, enforcement of child custody orders, and locating, recovering and returning dependent children; The Victim's Services Unit provides services to victims of violent crimes, such as crisis intervention, emergency assistance, resource and referral assistance.

In the course of seeking justice in criminal cases, the District Attorney's Office collaborates with the Superior Court and other criminal justice partners to obtain, in appropriate cases, alternative sentences for certain offenders in an effort to reduce recidivism and victimization of our community. Some examples of appropriate cases for alternative sentences

are U.S. Military Veterans, persons with mental health issues which underlie their criminal conducts, certain drug offenders and those who fall within the AB109 Realignment caseload.

Program Results

Priorities for the next two years include implementing a Financial Abuse Specialist Team that will consist of multidisciplinary collaborative agencies that will focus on elder financial abuse in San Mateo County. The addition of prosecutor resources will provide faster and more thorough case review as well as an increase in outreach and training efforts.

In FY 2015-16 and FY 2016-17, it is anticipated that the number of cases reviewed as well as the number of cases prosecuted will remain consistent with FY 2014-15.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
% of Victim Services rated good or better	82%	95%	93%	93%	93%
Number of cases reviewed	23,873	23,612	23,978	23,978	24,978
Number of cases prosecuted	15,184	15,418	15,418	15,418	15,418

District Attorney's Office (2510B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes				910,718	910,718	892,433	(18,285)
Fines, Forfeitures and Penalties	721,630	400,000	400,000	400,000		400,000	
Intergovernmental Revenues	11,901,031	13,314,537	15,271,437	14,356,701	(914,736)	13,678,301	(678,400)
Charges for Services		10,521					
Miscellaneous Revenue	355,631	261,607	130,000	122,000	(8,000)	122,000	
Total Revenue	12,978,292	13,986,665	15,801,437	15,789,419	(12,018)	15,092,734	(696,685)
Fund Balance	1,226,305	1,430,669	1,803,507	2,744,374	940,867	2,744,374	
TOTAL SOURCES	14,204,598	15,417,334	17,604,944	18,533,793	928,849	17,837,108	(696,685)
REQUIREMENTS							
Salaries and Benefits	21,584,121	23,019,027	26,007,019	26,819,145	812,126	27,899,399	1,080,254
Services and Supplies	1,069,535	1,459,724	2,465,907	1,961,721	(504,186)	1,384,735	(576,986)
Other Charges	1,594,010	1,755,091	2,171,075	2,340,301	169,226	2,179,906	(160,395)
Fixed Assets	26,690	10,241	49,182	210,400	161,218		(210,400)
Other Financing Uses		163,080	164,651	168,447	3,796	170,751	2,304
Gross Appropriations	24,274,356	26,407,163	30,857,834	31,500,014	642,180	31,634,791	134,777
Intrafund Transfers	(369,030)	(500)		(283,276)	(283,276)	(124,011)	159,265
Net Appropriations	23,905,326	26,406,663	30,857,834	31,216,738	358,904	31,510,780	294,042
Contingencies/Dept Reserves	276,291	359,012	1,398,987	2,339,854	940,867	2,339,854	
TOTAL REQUIREMENTS	24,181,617	26,765,675	32,256,821	33,556,592	1,299,771	33,850,634	294,042
NET COUNTY COST	9,977,019	11,348,341	14,651,877	15,022,799	370,922	16,013,526	990,727
AUTHORIZED POSITIONS							
Salary Resolution	121.0	122.0	122.0	127.0	5.0	128.0	1.0
Funded FTE	117.6	120.0	119.0	125.2	6.2	126.2	1.0

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$928,849 or 5.2% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

The net increase of \$910,718 in this funding source is solely due to the award of Measure A funding for a new Elder and Dependent Abuse Team.

Intergovernmental Revenues

The net decrease of \$914,736 in this funding source is due largely to the \$749,569 decrease of Proposition 172 funds which was used in FY 2014-15 for the case management system and a decrease of \$128,136 in funding from the Foreclosure Crisis Recovery Fund Grant projected to be expended during FY 2014-15.

Miscellaneous Revenue

The net decrease of \$8,000 in this funding source is due to a decrease in Miscellaneous Reimbursements.

Fund Balance

The net increase of \$940,867 in this funding source is due to a large estimated amount of unexpended funds in salaries and benefits as the result of not hiring as many extra-help employees as anticipated. Fund Balance used for one-time projects and purchases in FY 2014-15 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by \$1,299,771 or 4% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

The net increase of \$812,190 in this expenditure category is due to an increase of \$776,714 in salaries and benefits as the result of the addition two Deputy District Attorney IVs, one District Attorney Inspector; one Legal Secretary II and one Information Technology Technician. The net increase also includes an increase in Regular Pay Adjustments of \$217,148 for the anticipated step increases of the Deputy District Attorney classified line staff.

Services and Supplies

The net decrease of \$504,186 in this expenditure category is due primarily to the decrease of projected expenditures related to the creation of the case management system.

Other Charges

The net increase of \$169,226 in this expenditure category is due to an increase in Automation Services for anticipated costs related to the CJI ongoing project.

Fixed Assets

The net increase of \$161,218 is due to the remodel in the District Attorney's Office.

Other Financing Uses

The net increase of \$3,796 is due to an increase in the 10% Facility Surcharge.

Intrafund Transfers

The net increase of \$283,276 in this expenditure category is due to one-time funding the remodel and extra-help employees.

Contingencies/Departmental Reserves

The net increase of \$940,867 in this expenditure category is due salary and benefit savings in FY 2014-15 that is added to Reserves for FY 2015-16. The balance in General Fund Reserves represents 7.5% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,715,519. T

NET COUNTY COST

There is an increase of \$370,922 or 2.5% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$696,685 or 3.7% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$12,661 in this funding source due to an \$8,407 increase in Realignment Sales Tax revenue and a \$4,254 increase in Proposition 172 revenue that is needed to cover increases in salary and benefits.

Taxes

The net decrease of \$18,285 in this funding source is due to a decrease in Measure A funding.

Intergovernmental Revenues

The net decrease of \$678,400 in this funding source is due mainly to a \$587,310 decrease of Public Safety funds which was the amount projected to be used in FY 2015-16 for the case management system and a decrease of \$115,270 in funding from the Foreclosure Crisis Recovery Fund Grant which is not an ongoing funding source.

TOTAL REQUIREMENTS

Total Requirements increased by \$294,042 or 1% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

The net increase of \$1,080,254 in this expenditure category is due to an increase of \$603,950 negotiated salary increases, the addition of one District Attorney Advocate position and a decrease in Extra Help. The net increase also includes an increase in Regular Pay Adjustments of \$476,304 for the anticipated step increase of the Deputy District Attorney's line staff.

Services and Supplies

The net decrease of \$576,986 in this expenditure category is due primarily to the removal of one-time funds of \$587,310 related to the case management system.

Other Charges

The net decrease of \$160,395 in this expenditure category is due to a decrease of \$184,352 in ISD Automation Services.

Fixed Assets

The net decrease of \$210,400 is the result of fully expending funds in FY 2015-16 on the remodel of 2 spaces at the District Attorney's Office.

Intrafund Transfers

The net decrease of \$159,265 in this expenditure category is due to completion of the remodel in FY 2015-16.

NET COUNTY COST

There is an increase of \$990,726 or 6.6% in this Department's General Fund allocation.

District Attorney's Office (2510B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	121.0	122.0	122.0	127.0	5.0	128.0	1.0
Funded FTE	117.6	120.0	119.0	125.2	6.2	126.2	1.0
 Total Requirements	 24,181,617	 26,765,675	 32,256,821	 33,556,592	 1,299,771	 33,850,634	 294,042
Total Sources	14,204,598	15,417,334	17,604,944	18,533,793	928,849	17,837,108	(696,685)
Net County Cost	9,977,019	11,348,341	14,651,877	15,022,799	370,922	16,013,526	990,727

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; changes to state and federal funding and an increase in Fund Balance due to savings in FY 2014-15.

Total Requirements	Total Sources	Net County Cost	Positions
246,906	18,131	228,775	0

2. Position Changes:

One Legal Secretary II has been added to assist the Deputy District Attorney's with witness coordination, discovery and priors. One Information Technology Technician is added to benefit the District Attorney's IT unit with the maintenance and service provided with the case management system.

Total Requirements	Total Sources	Net County Cost	Positions
225,345	0	225,345	2

3. Position Changes:

Two Deputy District Attorney IV one District Attorney's Inspector and corresponding Measure A funding are added for the newly created Elder and Dependent Adult Protection Team.

Total Requirements	Total Sources	Net County Cost	Positions
827,520	910,718	(83,198)	3

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,299,771	928,849	370,922	5

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT and a decrease in State Aid-Public Safety and OCJP grant funding.

Total Requirements	Total Sources	Net County Cost	Positions
203,885	(696,685)	900,570	0

2. DA Victim Advocate:

One DA Victim Advocate I is added to serve as the misdemeanor restitution specialist.

Total Requirements	Total Sources	Net County Cost	Positions
90,157	0	90,157	1

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
294,042	(696,685)	990,727	1

Private Defender Program (2800B)

Budget Unit Locator

County

Criminal Justice

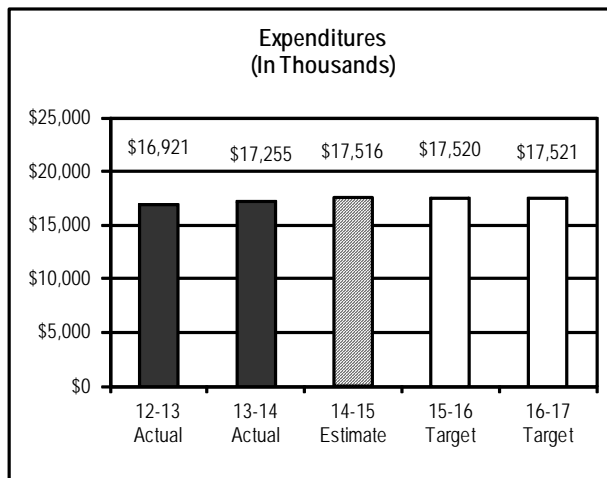
▷ **Private Defender Program**

Budget Unit Description

In accordance with constitutional requirements and state statutes, the Private Defender Program provides competent legal representation to individuals determined to be indigent by the Court. Services are provided through a contract with the San Mateo County Bar Association.

The San Mateo County Bar Association's Private Defender Program has been providing legal representation to the indigent in San Mateo County for 47 years. Currently, there are 114 lawyers on the PDP panel, of which, more than half have over 15 years of criminal and / or juvenile law experience.

As part of the agreement with the Bar Association for the provision of indigent legal defense services, the County has agreed to reimburse the Program for attorney, expert witness and investigation fees associated with the Sunny Day Cases (People vs. Marvin Ware, et al), which involves the representation of 16 defendants, many facing capital murder and enhanced strike charges. Pursuant to the agreement, such reimbursements are not-to-exceed \$5 million. These funds are not appropriated in this budget but are instead appropriated through mid-year budget adjustments as the costs accrue in \$500,000 increments. To date the County has reimbursed the Program \$1 million.



Performance Measures

	FY 2013-14 Actual	FY 2014-15 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of criminal arraignments, both limited and general jurisdiction	17,794	18,500	19,515	19,515	19,515
Number of client complaints:					
- Relationship issues	---	80	80	80	80
- Performance issues	---	10	10	12	12

Private Defender Program (2800B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	16,921,735	17,255,047	17,516,277	17,520,682	4,405	17,521,174	492
Total Sources	1,141,590	959,249	952,982	957,387	4,405	957,879	492
Net County Cost	15,780,144	16,295,798	16,563,295	16,563,295		16,563,295	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect an increase in county facility rental charges, which is partially offset by an increase in State reimbursements for juvenile dependency cases.

Total Requirements	Total Sources	Net County Cost	Positions
4,405	4,405	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect an increase in county facility rental charges, which is fully offset by an increase in State reimbursements for juvenile dependency cases.

Total Requirements	Total Sources	Net County Cost	Positions
492	492	0	0

Private Defender Program (2800B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	651,602	591,653	629,982	629,982		629,982	
Interfund Revenue	489,988	367,596	323,000	327,405	4,405	327,897	492
TOTAL SOURCES	1,141,590	959,249	952,982	957,387	4,405	957,879	492
REQUIREMENTS							
Services and Supplies	16,860,272	17,197,477	17,455,440	17,455,440		17,455,440	
Other Charges	61,463	14,011	17,253	21,438	4,185	21,907	469
Other Financing Uses		43,560	43,584	43,804	220	43,827	23
TOTAL REQUIREMENTS	16,921,735	17,255,047	17,516,277	17,520,682	4,405	17,521,174	492
NET COUNTY COST	15,780,144	16,295,798	16,563,295	16,563,295		16,563,295	

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County Support of the Courts (2700B)

Budget Unit Locator

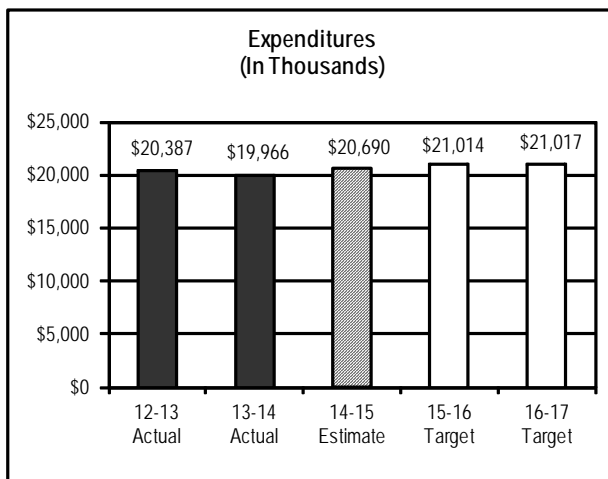
County

Criminal Justice

▷ **County Support of the Courts**

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 mandated Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operations, including County Facility Payments for court facilities transferred to the State in FY 2008-09, 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 services to be performed by the County for the Courts.



County Support of the Courts (2700B)

Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	20,387,597	19,966,725	20,690,765	21,014,858	324,093	21,017,326	2,468
Total Sources	10,156,303	9,061,675	9,950,634	9,217,714	(732,920)	9,220,182	2,468
Net County Cost	10,231,294	10,905,050	10,740,131	11,797,144	1,057,013	11,797,144	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: increases to county facility rental charges and revenue collection charges, and decreases to Superior Court Fines, Fees and Forfeitures to reflect recent activity, which has been declining the past two years. FY 2016-17 Program Funding

Total Requirements	Total Sources	Net County Cost	Positions
(732,920)	324,093	1,057,013	0

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: an increase to county facility rental charges has been fully offset by small adjustments to Superior Court Fines and Document Recording Fees.

Total Requirements	Total Sources	Net County Cost	Positions
2,468	2,468	0	0

County Support of the Courts (2700B)
General Fund

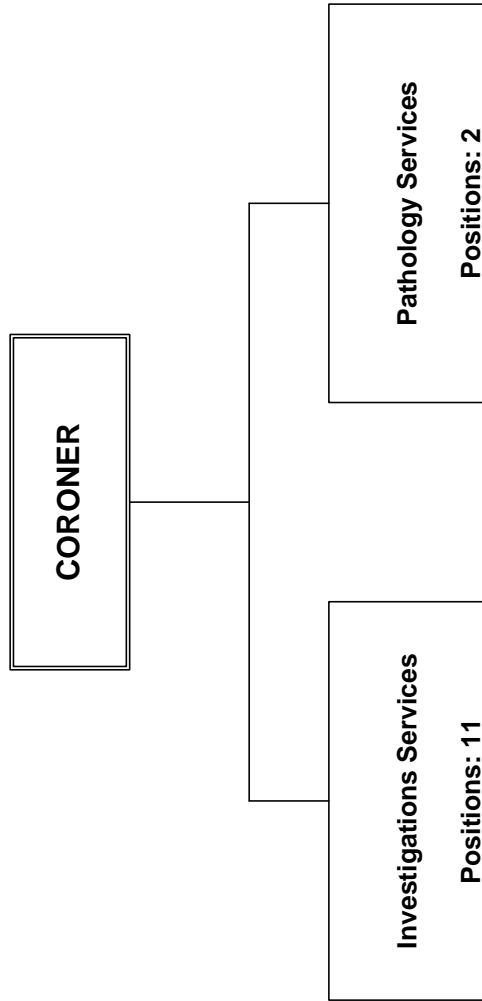
FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises		63,788					
Fines, Forfeitures and Penalties	7,029,297	6,561,316	6,935,700	6,595,157	(340,543)	6,595,540	383
Charges for Services	2,082,163	1,572,235	2,048,100	1,558,336	(489,764)	1,560,421	2,085
Miscellaneous Revenue	1,044,843	864,335	966,834	1,064,221	97,387	1,064,221	
Total Revenue	10,156,303	9,061,675	9,950,634	9,217,714	(732,920)	9,220,182	2,468
TOTAL SOURCES	10,156,303	9,061,675	9,950,634	9,217,714	(732,920)	9,220,182	2,468
REQUIREMENTS							
Salaries and Benefits	463,668	478,632	505,000	505,000		505,000	
Services and Supplies	721,382	710,172	1,084,052	1,104,052	20,000	1,104,052	
Other Charges	19,202,547	18,773,080	19,096,785	19,399,194	302,409	19,401,497	2,303
Other Financing Uses		4,842	4,928	6,612	1,684	6,777	165
Gross Appropriations	20,387,597	19,966,725	20,690,765	21,014,858	324,093	21,017,326	2,468
Net Appropriations	20,387,597	19,966,725	20,690,765	21,014,858	324,093	21,017,326	2,468
TOTAL REQUIREMENTS	20,387,597	19,966,725	20,690,765	21,014,858	324,093	21,017,326	2,468
NET COUNTY COST	10,231,294	10,905,050	10,740,131	11,797,144	1,057,013	11,797,144	

AUTHORIZED POSITIONS

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CORONER'S OFFICE



Coroner's Office (3300B)

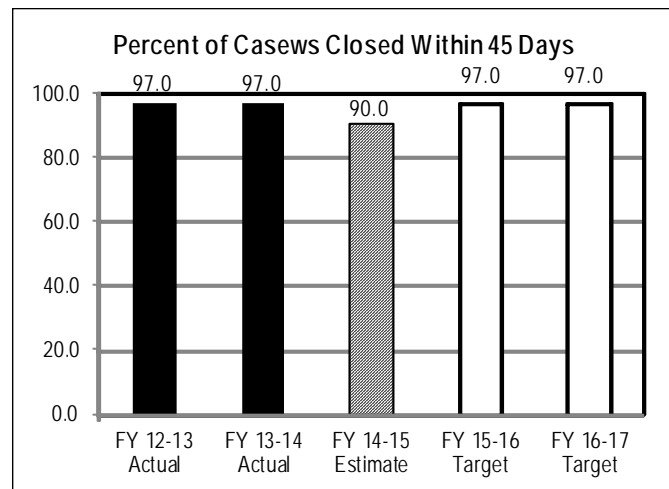
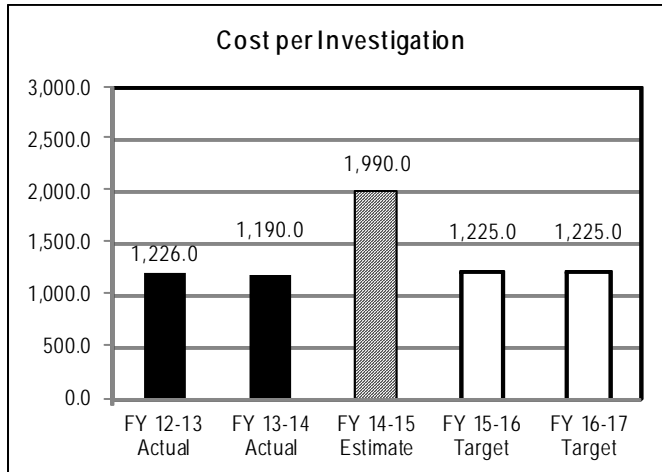
Department Locator

County

Criminal Justice

▷ Coroner's Office

Key Department Measures



Mission Statement

To serve the residents of San Mateo County by providing prompt independent investigations to determine the cause and manner of death of decedents under the Coroner's jurisdiction. Provide high quality service in a courteous manner balancing the needs of residents with the Coroner's legal requirement.

Overview

The Coroner's Office responds to calls for service, investigates and determines the circumstances and manner of all violent, sudden or unnatural deaths in San Mateo County. The Coroner's Office must establish whether or not a death was due to natural or unnatural causes. The Office receives and investigates approximately 3,400 death reports annually, 15% of those reports require further inquiry. With the cooperation of law enforcement agencies, medical personnel, funeral homes, and families, Deputy Coroners conduct thorough investigations into a death. The Deputy Coroners also provide families with information regarding funeral arrangements, obtaining death certificates, and recovering personal property. The Coroner's Office contracts for forensic pathologists, body removal and toxicology services.

The Coroner's Office achieved some major accomplishments in FY 2013-14 and FY 2014-15. The investigative staff pursued specialized medico-legal death investigation training. One Deputy Coroner completed the Forensic Specialties in Death Investigation course conducted by the Office of the Chief Medical Examiner, in New York City. One Deputy Coroner completed the Basic Bloodstain Pattern Analysis course, also conducted by the Office of the Chief Medical Examiner, in New York City.

Efforts continue to identify the numerous unidentified John and Jane Does under the Coroner's Office jurisdiction. One Deputy Coroner attended the National Missing and Unidentified Persons System (NamUs) workshop. One Deputy Coroner attended the Unidentified Persons Investigations course sponsored by the California Department of Justice. One Jane Doe case from 2000 was identified as a woman missing since 1991.

The Coroner's Office supports youth and community outreach. The Save-A-Life program was re-introduced in August 2014 and 14 students have attended the program since then. The Coroner's Office participates in the Every 15 Minutes and Sober Prom events held at local high schools. The Coroner's Office also offers an internship program and serves at least seven Coroner interns on an annual basis. The Coroner's Office has a group of approximately five volunteers that comprise the County Emergency Recovery Team (CERT).

Program Results

The Coroner's Office continues to close over 90% of cases within 45 Days. Timeliness in assisting families through this difficult process remains a high priority. The Office has policies in place that allow for remains to be released within 24-36 hours from the time of the initial call for service.

The Coroner's Office has maintained excellent customer services as indicated in the customer survey responses. An overall customer satisfaction rating just around 90% has been achieved by maintaining turnaround time on cases; keeping the family's needs in mind; notifying families when the cause of death may be genetic; and identifying unknown deceased persons.

The cost per investigation is estimated to increase in FY 2014-15 due to a necessary upgrade in computer hardware to comply with the County's Information Technology standards. The cost per investigation is expected to level out in FY 2015-16 and FY 2016-17.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Cost per investigation	\$1,226	\$1,190	\$1,990	\$1,225	\$1,225
Percent of cases closed within 45 days	97%	97%	90%	97%	97%
Percent of survey respondents rating services good or better	95%	92%	89%	90%	90%

Coroner's Office (3300B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	11,686	11,140	11,500	11,500		11,500	
Intergovernmental Revenues	458,860	458,860	489,840	489,840		489,840	
Charges for Services	245,007	215,147	255,000	255,000		255,000	
Miscellaneous Revenue	25,644	36,480	7,138	7,138		7,138	
Other Financing Sources	44,321						
Total Revenue	785,518	721,627	763,478	763,478		763,478	
Fund Balance	546,370	401,372	299,934	299,934		299,934	
TOTAL SOURCES	1,331,888	1,122,999	1,063,412	1,063,412		1,063,412	
REQUIREMENTS							
Salaries and Benefits	1,641,889	1,541,341	1,896,524	1,999,335	102,811	2,077,834	78,499
Services and Supplies	551,345	612,103	705,137	764,137	59,000	764,137	
Other Charges	308,393	393,617	303,207	379,776	76,569	387,891	8,115
Fixed Assets	41,579	5,421					
Other Financing Uses		13,393	13,637	16,511	2,874	16,677	166
Gross Appropriations	2,543,206	2,565,875	2,918,505	3,159,759	241,254	3,246,539	86,780
Intrafund Transfers				(70,000)	(70,000)	(70,000)	
Net Appropriations	2,543,206	2,565,875	2,918,505	3,089,759	171,254	3,176,539	86,780
Contingencies/Dept Reserves	165,452	98,497	152,420	105,717	(46,703)	99,352	(6,365)
TOTAL REQUIREMENTS	2,708,658	2,664,372	3,070,925	3,195,476	124,551	3,275,891	80,415
NET COUNTY COST	1,376,770	1,541,373	2,007,513	2,132,064	124,551	2,212,479	80,415
AUTHORIZED POSITIONS							
Salary Resolution	14.0	14.0	13.0	13.0		13.0	
Funded FTE	14.0	13.4	12.4	13.0	0.6	13.0	

FY 2015-16 Budget Overview

TOTAL SOURCES

No changes.

TOTAL REQUIREMENTS

Total Requirements increased by 124,551 or 4% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$102,811 in this expenditure category due to negotiated salary and benefit changes, an increase in Extra Help and an increase in Overtime.

Services and Supplies

There is a net increase of \$59,000 in this expenditure category due to removing one-time expenditures for new computer equipment; decreasing department training and equipment expenses; adding allocation for morgue supplies and equipment; and adding allocation for a new Deputy Coroner Certification program.

Other Charges

There is a net increase of \$76,569 in this expenditure category due mainly to increases in charges for ISD services and County facility rental charges.

Intrafund Transfers

There is a net increase of \$70,000 in this expenditure category due to funding from Non-Departmental to cover the cost of the morgue supplies and equipment and the Deputy Coroner Certification program.

Contingencies/Departmental Reserves

There is net decrease of \$46,703 in this expenditure category in order to meet the budget target. The balance in General Fund Reserves represents 3.4% of Net Appropriations, which exceeds the County 2% Reserves policy by \$43,922.

NET COUNTY COST

There is an increase of \$124,551 or 6.2% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

No changes.

TOTAL REQUIREMENTS

Total Requirements increased by \$80,415 or 2.5% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$78,499 in this expenditure category due to negotiated salary and benefits changes.

Other Charges

There is a net increase of \$8,115 in this expenditure category due to changes in countywide service charges.

Other Financing Uses

There is a net increase of \$166 in this expenditure category due to an increase in the 10% facility surcharge.

Contingencies/Departmental Reserves

There is net decrease of \$6,365 in this expenditure category in order to make budget targets. General Fund Reserves represents 3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$35,821.

NET COUNTY COST

There is an increase of \$80,415 or 3.7% in this Department's General Fund allocation.

Coroner's Office (3300B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	14.0	14.0	13.0	13.0		13.0	
Funded FTE	14.0	13.4	12.4	13.0	0.6	13.0	
 Total Requirements	2,708,658	2,664,372	3,070,925	3,195,476	124,551	3,275,891	80,415
Total Sources	1,331,888	1,122,999	1,063,412	1,063,412		1,063,412	
Net County Cost	1,376,770	1,541,373	2,007,513	2,132,064	124,551	2,212,479	80,415

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
124,551	0	124,551	0

2. Morgue Equipment and Supplies

Increase of \$70,000 in allocation for additional morgue supplies and development of a certification program for Deputy Coroners. This amount is offset with a \$70,000 Intrafund Transfer from Non-Departmental. There is no change to Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
70,000	0	70,000	0
(70,000)	0	(70,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
124,551	0	124,551	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
80,415	0	80,415	0



HEALTH SERVICES

COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and
Program Summaries

Glossary of Budget Terms



SAN MATEO COUNTY MISSION

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:

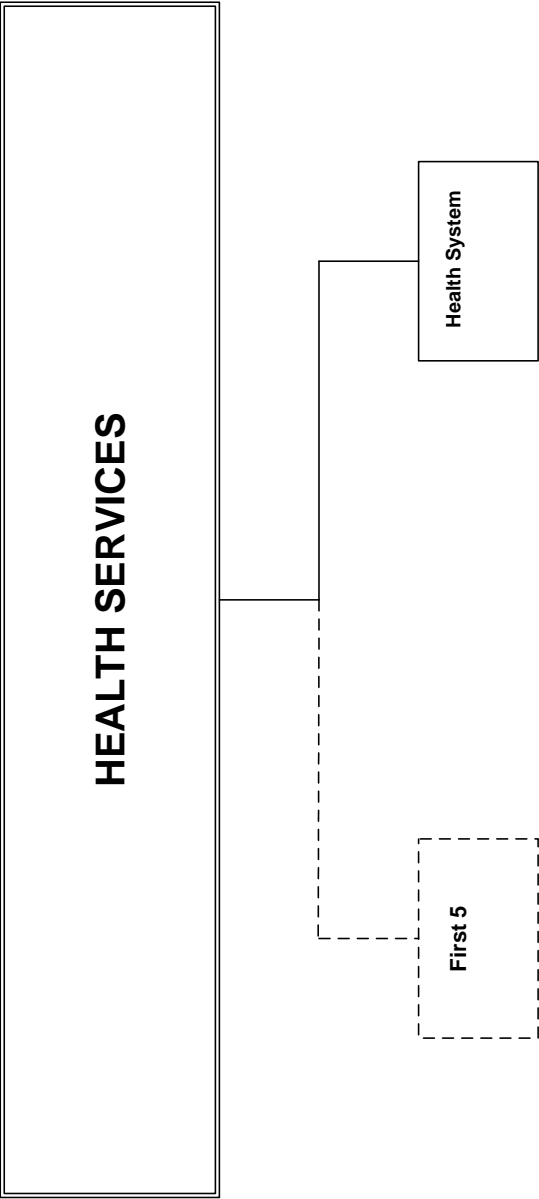
The highest standards
of public service

A common vision
of responsiveness

The highest standards
of ethical conduct

Treating people with respect
and dignity

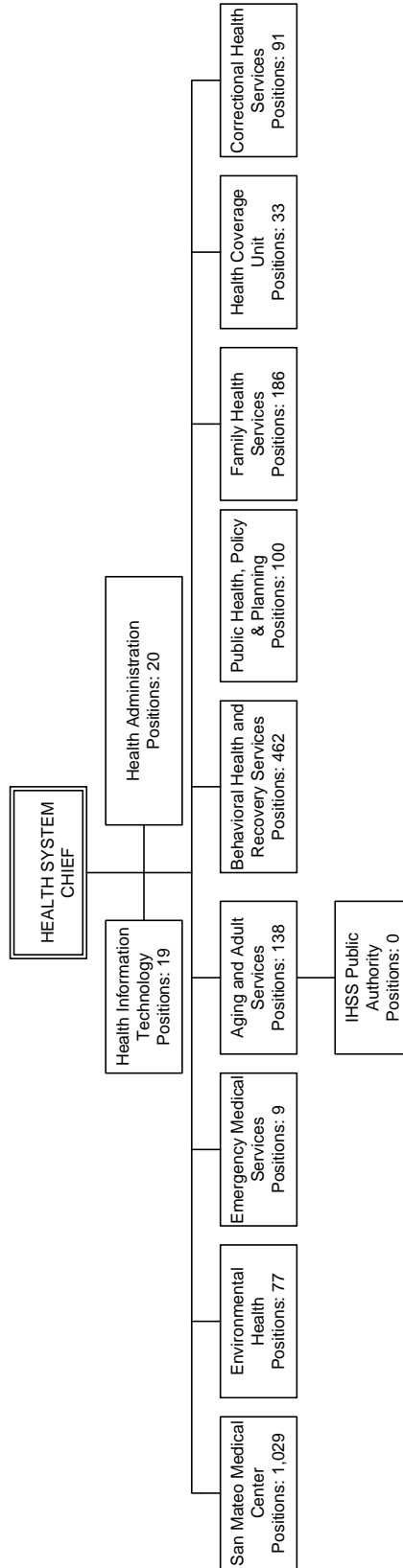




Health Services FY 2015-16 and 2016-17 All Funds Summary

Total Requirements	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
General Fund Budgets							
Health Administration	1,008,114	1,200,713	10,327,078	15,058,846	4,731,768	14,938,213	(120,633)
Health Coverage Unit	7,235,739	6,790,291	7,377,824	7,483,587	105,763	7,428,422	(55,165)
Public Health, Policy and Planning	23,917,884	23,855,083	25,635,292	28,829,784	3,194,492	29,509,604	679,820
Health IT		1,996,655	3,049,116	5,688,796	2,639,680	2,887,097	(2,801,699)
Emergency Medical Services GF	6,306,692	6,858,069	7,305,110	7,818,192	513,082	7,913,208	95,016
Aging and Adult Services	20,526,575	20,743,923	26,404,531	27,801,293	1,396,762	29,401,806	1,600,513
IHSS Public Authority GF	3,702,306	3,702,306	3,702,306	3,702,306		3,702,306	
Environmental Health Services	13,962,758	14,499,606	15,457,401	16,061,397	603,996	16,456,199	394,802
Behavioral Health and Recovery Services	136,290,481	135,617,363	154,258,864	174,226,069	19,967,205	177,612,421	3,386,352
Family Health Services	25,410,016	26,912,155	29,855,800	33,026,136	3,170,336	34,245,737	1,219,601
Correctional Health Services	9,235,329	10,198,741	11,668,669	12,538,970	870,301	12,922,291	383,321
San Mateo Medical Center							
Contributions to Medical Center	77,570,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
Total General Fund	325,166,070	314,892,398	358,110,256	391,103,458	32,993,202	395,885,386	4,781,928
Non-General Fund Budgets							
Emergency Medical Services Fund	5,364,208	5,422,614	5,617,153	5,362,006	(255,147)	5,309,412	(52,594)
IHSS Public Authority	16,647,062	16,586,685	19,427,449	21,886,352	2,458,903	21,990,999	104,647
San Mateo Medical Center	255,114,283	262,724,387	285,303,849	297,694,098	12,390,249	302,690,934	4,996,836
Total Non-General Fund	277,125,553	284,733,686	310,348,451	324,942,456	14,594,005	329,991,345	5,048,889
Total Requirements	602,291,624	599,626,084	668,458,707	716,045,914	47,587,207	725,876,731	5,267,236
Total Sources	487,518,783	496,724,775	544,979,859	591,118,484	46,138,625	595,682,065	4,563,581
Net County Cost	114,772,840	102,901,309	123,478,848	124,927,430	1,448,582	130,194,666	5,267,236
AUTHORIZED POSITIONS							
Salary Resolution	2,021.00	2,070.00	2,120.00	2,167.00	47.00	2,167.00	
Funded FTE	1,915.81	1,967.76	1998.80	2,063.70	64.90	2,063.70	
Information Only:							
First 5 San Mateo County	31,441,233	29,092,178	26,634,432	21,843,83	(4,790,579)	19,293,481	(2,550,372)

**HEALTH SYSTEM
Recommended
FY 2015 – 17 Budget**



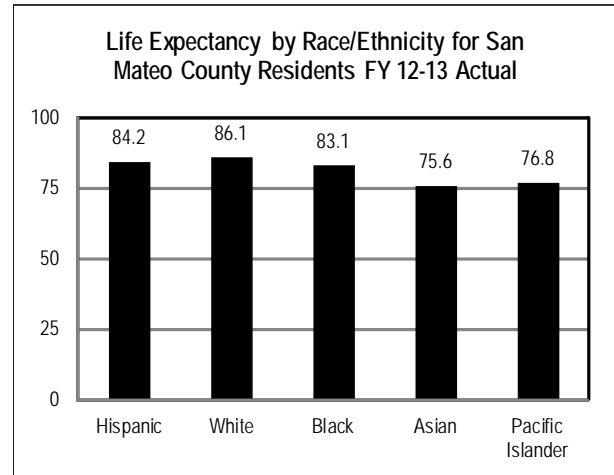
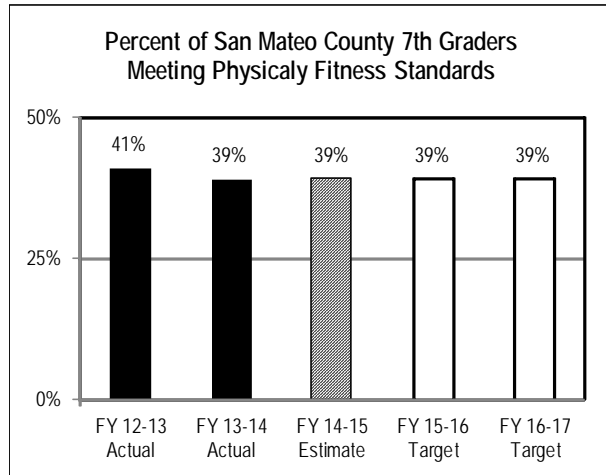
Department Locator

County

Health Services

▷ **Health System**

Key Performance Measures



Mission Statement

The mission of the Health System is to help San Mateo County residents live longer and better lives.

Overview

The Health System is responsible for preventing health issues when possible and providing services to particularly vulnerable populations when health issues arise. The System operates over 200 programs to support health in the community.

The Programs within the Health System work to prevent health issues by ensuring that the food, housing, water and environment are safe from contamination and pollution. Other important prevention work includes watching for and taking action when contagious diseases appear in the community and collaborating with cities and county agencies to make physical activity a part of everyday life by promoting healthy transportation options such as people walking, biking and taking transit. The Health System also works on improving the nutritional value of the food that is consumed, in particular by discouraging the consumption of sugary drinks. Finally, the Health System works collaboratively with other agencies in order to prevent harm to the environment.

In addition to organizing and overseeing the emergency medical care response system for all residents, the Health System also serves as the health, mental health and substance use treatment safety net for the most vulnerable people in the community by providing mental health, medical, dental and substance use treatment to children, youths and adults with nowhere else to turn, including youths and adults in custody and undocumented residents. For low-income children and families, a wide range of services is provided in order to assure the healthiest start in life possible and to set the child and the family on the right trajectory of remaining healthy. For low-income seniors and people with disabilities, the System provides many types of services to assist these individuals in remaining with dignity at home as long as possible.

FY 2013-15 Accomplishments

- Being recognized as the top government enrollment agency in California in the first year of the implementation of the Affordable Care Act for enrolling 2,200 uninsured San Mateo County residents in new, affordable health coverage and helping to connect 61,000 San Mateo County residents to ACA coverage by April, 2015.
- Being recognized as one of the top hospitals in the country for quality in 2014 by the Joint Commission, through a Top Performer on Key Quality Measures award.
- Being recognized for the Total Wellness program to provide integrated medical and mental health care to people living with serious mental illness.
- Increasing the percentage of time to respond to a request for assistance with people having mental health emergencies with a specially-trained paramedic (the SMART program) from 47% to 81%.
- Creating a system of designated cardiac care facilities among emergency hospitals and educating the public about the importance of responding quickly to signs of a heart attack.
- Supporting the safe return home of health care workers from the community who volunteered to fight the Ebola epidemic in Africa.
- Passing an ordinance to require drug manufacturers to implement easy-to-use medication disposal methods in the County of San Mateo.
- Passing an ordinance to amend the County's definition of "smoking" and "tobacco products" to include e-cigarettes as well as an ordinance prohibiting smoking in multi-unit residences such as apartments, condos, and townhomes.
- Training over 700 adults in Mental Health First Aid to recognize when people need mental health services and connect them to care.
- Passing an ordinance to require restaurants to post color-coded placards indicating the level of compliance with safe food handling practices.
- In partnership with the Health Plan of San Mateo, implementing a care coordination program to assist older adults and adults with disabilities in navigating the health care system and remaining safely at home.
- In partnership with the Health Plan of San Mateo, unifying work in supporting children with severe disabilities to make the system seamless for children, family and care providers.
- Opening a new state-of-the art clinic in North Fair Oaks to provide medical and dental care to residents in the southern part of the County.
- Providing 16,000 home visits by nurses and other health professionals to low-income families with children to help get kids off to a healthy start.
- Winning Board of Supervisors support to replace and improve the Cordilleras Mental Health Rehabilitation Facility.
- Successfully negotiating a five year contract for animal care and control services on behalf of all cities and the County.
- Reducing the time elderly and persons with disabilities wait to receive In Home Supportive Services by 60%.
- Reducing the waiting list for residents seeking primary care appointments from 2,500 to fewer than 300.
- Facilitating the adoption of Wellness Policies in six cities in San Mateo County.
- Implementing a Distracted Teen Driver injury prevention program.
- Training 50 city and County staff in cutting edge complete streets engineering and design standards to reduce death and injury among people walking, biking and driving on the streets.
- Reducing the turnaround time on priority Public Health Laboratory testing results by more than 20% so that communicable diseases can be treated and contained faster.
- Engaging over 4,500 people in Get Healthy San Mateo County social media campaign to make the healthy choice the easy choice for all residents.
- Responding to a 300% increase in influenza (flu) outbreak investigations.
- Partnering with the County Office of Education to form the Coalition for Safe Schools and Communities.

- Piloting telemedicine for adults in custody who need services not provided in the jail.
- In partnership with the Sheriff's Office, implementing the Psychiatric Emergency Response Team pilot to have a specially trained Sheriff's Deputy and mental health staff member respond to mental health emergencies when law enforcement support is requested to assist in de-escalating situations and avoiding harm to family members, bystanders, responding personnel and individuals with mental health issues.
- Opening a new digital mammography service, supported by generous gifts from the Board of Supervisors and community donors, allowing for the elimination of substantial waits for screening mammography.

Significant Challenges for FY 2015-16 and FY 2016-17

- Building support for policies that build healthy communities so that all residents can live long and happy lives regardless of where they live in the County or income level.
- Making people understand and embrace actions to make climate change less of a threat to the health and environment and to prepare for the now inevitable impacts so that these impacts aren't as damaging to people's health.
- Reducing the Health System's contribution to climate change.
- Dealing with the effects of the current drought and working with others to find ways to conserve and manage water use in the County.
- Continuing to improve quality and patient, client and stakeholder satisfaction while holding costs down.
- Dealing with the effects of the rising cost of housing on patients, clients, and staff members.
- Finding sufficient places for people with mental health issues to live given the increasing cost of housing.
- Matching patients' and clients' data across numerous electronic health records to provide the best quality care no matter where a patient or client seeks services.
- Continuing to align with the Health Plan of San Mateo in assuring that low-income clients with the most complex health issues get the support needed to achieve health.
- Responding to the increasing frequency and complexity of communicable disease outbreaks including previously rare diseases that are becoming more common such as measles.
- Decreasing the number of people with mental illness that end up in the criminal justice system instead of in treatment.
- Ensuring sufficient access to mental health treatment for people on Medi-Cal that have moderate mental illnesses.
- Spreading the practice throughout the Health System of using medications to assist in the treatment and recovery of people struggling with substance use disorders.
- Getting people on Medi-Cal access to substance use treatment by implementing the Drug Medi-Cal Organized Delivery System Waiver.
- Preventing the loss of residential treatment facilities and board and care facilities in the County.
- Identifying options for older adults with disabilities to remain in a community of choice.
- Meet the continuous need for home and community-based services from the growing population of seniors and people with disabilities.

Health System (5000B)
ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	0	1,071,695	10,236,064	7,490,031	(2,746,033)	7,637,524	147,493
Licenses, Permits and Franchises	1,712,621	1,868,202	1,481,234	1,767,836	286,602	1,860,100	92,264
Fines, Forfeitures and Penalties	2,978,837	2,916,361	3,552,312	3,695,601	143,289	3,713,625	18,024
Use of Money and Property	125,811	440,561	253,811	426,007	172,196	426,007	
Intergovernmental Revenues	195,938,139	199,818,988	157,695,560	187,008,693	29,313,133	176,932,217	(10,076,476)
Charges for Services	148,344,995	162,726,869	243,937,970	270,549,103	26,611,133	289,655,019	19,105,916
Interfund Revenue	8,444,911	9,897,705	10,748,414	14,471,755	3,723,341	13,829,510	(642,245)
Miscellaneous Revenue	18,924,246	24,702,433	28,471,445	29,458,032	986,587	28,847,307	(610,725)
Other Financing Sources	77,807,629	62,380,328	63,068,265	58,868,082	(4,200,183)	58,868,082	
Total Revenue	454,277,190	465,823,142	519,445,075	573,735,140	54,290,065	581,769,391	8,034,251
Fund Balance	16,995,470	15,356,451	19,922,728	11,771,288	(8,151,440)	8,300,618	(3,470,670)
TOTAL SOURCES	471,272,660	481,179,593	539,367,803	585,506,428	46,138,625	590,070,009	4,563,581
REQUIREMENTS							
Salaries and Benefits	263,504,881	273,062,437	315,236,862	345,862,220	30,625,358	357,025,660	11,163,440
Services and Supplies	167,804,257	178,615,313	194,100,524	204,779,006	10,678,482	201,898,167	(2,880,839)
Other Charges	90,307,156	80,227,241	87,511,641	107,141,028	19,629,387	106,187,172	(953,856)
Fixed Assets	323,845	9,800	7,935,253	6,577,500	(1,357,753)	7,013,391	435,891
Other Financing Uses	9,947,741	9,963,871	18,310,016	18,736,421	426,405	17,891,184	(845,237)
Gross Appropriations	531,887,881	541,878,662	623,094,296	683,096,175	60,001,879	690,015,574	6,919,399
Intrafund Transfers	(22,213,760)	(23,893,903)	(29,587,609)	(31,834,687)	(2,247,078)	(28,898,406)	2,936,281
Net Appropriations	509,674,120	517,984,759	593,506,687	651,261,488	57,754,801	661,117,168	9,855,680
Contingencies/Dept Reserves	3,879,340	4,388,992	2,625,436	2,564,991	(60,445)	2,635,991	71,000
Non-General Fund Reserves	11,167,987	14,734,840	9,258,319	3,351,353	(5,906,966)	3,255,490	(95,863)
TOTAL REQUIREMENTS	524,721,448	537,108,591	605,390,442	657,177,832	51,787,390	667,008,649	9,830,817
NET COUNTY COST	53,448,787	55,928,998	66,022,639	71,671,404	5,648,765	76,938,640	5,267,236
AUTHORIZED POSITIONS							
Salary Resolution	2,021.0	2,070.0	2,120.0	2,167.0	47.0	2,167.0	
Funded FTE	1,915.8	1,967.8	1,998.8	2,063.7	64.9	2,063.7	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by 8% or \$46,138,625 from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$2,746,033 in this funding source due to the removal of one-time Measure A funding.

Licenses, Permits and Franchises

There is a net increase of \$286,602 due to proposed fee increases in the inspection programs in Environmental Health and an increase in requests for death/birth certificates and animal licenses.

Fines, Fees and Forfeitures

There is a net increase of \$143,289 from the Emergency Medical Service Trust fund to support the administrative functions of the program.

Use of Money and Property

There is a net increase of \$172,196 due to increased interest received and an increase in rent paid to the Health System.

Intergovernmental Revenues

There is a net increase of \$29,313,133 due to an increase of Intergovernmental Transfers, Mental Health Realignment and the Mental Health Services Act to fund increasing labor and technology costs. These increases were offset by minor reductions throughout the Health System.

Charges for Services

There is a net increase \$26,611,133 due to the annualization of revenue from the Health Plan of San Mateo for services to formerly uninsured residents who now qualify for Medi-Cal insurance coverage as a result of the Affordable Care Act. In addition, the Affordable Care Act expanded the benefits in the Medi-Cal program to include mental health treatment for moderate (as opposed to exclusively severe) mental illnesses and for substance use treatment. Finally, there is an increase in Medi-Cal Administrative Activities revenue due to the increased number of patients and clients covered by Medi-Cal and due to an increase in Health System costs (Medi-Cal Administrative Activities reimbursement is a percentage of costs).

Interfund Revenue

There is a net increase of \$3,723,341 as a result of payments from divisions to support the spread of the LEAP program throughout the Health System and to support technology projects.

Miscellaneous Revenue

There is a net increase of \$986,587 to fund the potential Intergovernmental Transfer administrative fee and other minor adjustments throughout the Health System.

Other Financing Sources

There is a net decrease of \$4,200,183 as the contribution to the Medical Center has been reduced.

Fund Balance

There is a net decrease of \$8,151,440 as the Health System has spent down the funds for one-time purchases.

TOTAL REQUIREMENTS

Total Requirements increased by 8% or \$51,787,390 from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$30,625,358 due to the annualization of the negotiated salary and benefit increases and the addition of 47 positions, including positions added mid-budget cycle.

Services and Supplies

There is a net increase of \$10,678,482 due to increased costs to provide services through private providers and community-based organizations for treatment of moderate mental illness and substance use, COLAs for community-based organizations, and funding for the integration of medical information about patients and clients served by multiple divisions through implementation of a Master Patient Index.

Other Charges

There is a net increase of \$19,629,387 due to increased charges from the Information Services Department, the wage increase for the In-Home Supportive Services providers, increased costs for placements for people with serious mental illness, and increased contract expense for community providers due to expanded services for those suffering from mental illness and substance abuse.

Fixed Assets

There is a net decrease of \$1,357,753 due to the removal of items purchased in FY 2014-15.

Other Financing Uses

There is a net increase of \$426,405 to allow for a potential administrative fee for the Intergovernmental Transfer and to align the budget with the debt service schedule for the Medical Center.

Intrafund Transfers

There is a net increase of \$2,247,078 to support health technology projects.

Contingencies/Departmental Reserves

There is net decrease of \$5,906,966 to allow the Medical Center to use prior year savings. The balance in General Fund Reserves represents 1% of Net Appropriations, which does not meet the County 2% Reserves policy by \$7,108,886.

NET COUNTY COST

There is an increase of 8% or \$5,648,765 in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources increased by 1% or \$4,563,581 from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$147,493 due to increased Measure A funding for increased staffing costs.

Licenses, Permits and Franchises

There is a net increase of \$92,264 due to a proposed fee increase in the inspection programs for Environmental Health.

Fines, Fees and Forfeitures

There is a net increase of \$18,024 due to increasing funding from the Emergency Medical Service trust fund to support the program, offset by minor reductions in various divisions.

Use of Money and Property

There is a no change in this revenue category.

Intergovernmental Revenues

There is a net decrease of \$10,076,476 due to the removal of funding for the Master Patient Index project and reduced Intergovernmental Transfer revenue needed by the Medical Center for expenses that is being replaced with other Medi-cal revenue. These reductions were partially offset by minor increases in various divisions.

Charges for Services

There is a net increase of \$19,105,916 due to increased funding from the Health Plan of San Mateo as enrollment grows in Medi-Cal, offset by minor decreases in various divisions.

Interfund Revenue

There is a net decrease of \$642,245 due to the removal of one-time items funded by the Medical Center.

Miscellaneous Revenue

There is a net decrease of \$610,725 due to the removal of grant funding.

Other Financing Sources

There is no change in this revenue category.

Fund Balance

There is a net decrease of \$3,470,670 due to removing funds for one-time purchases.

TOTAL REQUIREMENTS

Total Requirements increased by 1% or \$9,830,817 from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$11,163,440 due to negotiated salary and benefit increases.

Services and Supplies

There is a net decrease of \$2,880,839 due to the removal of one-time projects from FY 15-16.

Other Charges

There is a net decrease of \$953,856 due to the removal of one-time projects.

Fixed Assets

There is a net increase of \$435,891 due to the additional purchases.

Other Financing Uses

There is a net decrease of \$845,237 due to a decrease in the debt service due for the Medical Center.

Intrafund Transfers

There is a net decrease of \$2,936,280 due to the removal of one-time projects.

Contingencies / Departmental Reserves

There is a net decrease of \$24,863 due to additional funds being used from the EMS Trust fund to support the program. The balance in General Fund Reserves represents 1% of Net Appropriations, which does not meet the County 2% Reserves policy by \$7,330,862. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of 7% or \$5,267,236 in this Department's General Fund allocation.

Health Administration (5500B)

Program Locator

County

Health Services

Health System

▷ **Health Administration**

Program Outcome Statement

Provide leadership and management for a successful Health System

Program Results

Administration provides strategic and tactical direction to guide the Health System to achieve its mission to help San Mateo County residents live longer and better lives. In FY 2014-15, Administration continued to expand the use of the Lean process improvement method to improve quality and reduce waste throughout the Health System. Lean was initially implemented at SMMC in FY 2012-13, and expanded to Aging and Adult Services to improve the In-Home Supportive Services Program intake process and Behavioral Health and Recovery Services to improve its revenue cycle in FY 2013-14. In FY 2014-15, Lean process improvement areas of focus included standardizing the Health System's human resources recruitment process, facilitating the application of business intelligence in decision making and improving workflow at the Public Health laboratory, among others. The program has been rebranded as LEAP -- Learn, Engage, Aspire, Perfect -- to make it clear that the Health System will implement Lean principles in a way that works for the department.

Also in FY 2014-15, Administration negotiated an agreement with the Health Plan of San Mateo (HPSM) to provide medical and behavioral health services to HPSM Medi-Cal members enrolled in certain Medi-Cal aid codes under a capitated payment arrangement. Under capitation, the Health System receives a fixed rate for each HPSM Medi-Cal member assigned to the Health System for primary care. This agreement accounts for a significant new revenue stream for the Health System. Over the course of FY 2014-15, HPSM members in the applicable aid codes assigned to the Health System increased from 12,500 in July 2014 to 17,500 as of February 2015. The agreement requires continuous monitoring of enrollment trends, utilization trends, and other performance data to ensure that the Health System is meeting its contractual obligations to provide timely access to services.

Priorities for FY 15-17 continue to be changing policies in San Mateo to make the healthy choice the easiest choice, with particular efforts in getting more people active through promoting walking, biking and public transit for short trips, reducing the consumption of sugar-sweetened beverages, and determining the health effects of climate change; Intervening earlier for those with serious mental illness to give them the benefit of significant improvements in care for serious mental illnesses; and keeping seniors and disabled individuals safe and comfortable at home instead of in institutions through a partnership with the Health Plan of San Mateo.

The average cost per capita has increased due to increased salary and benefit costs and the addition of new services under the Affordable Care Act.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of stakeholders respondents rating services good or better	89%	91%	87%	90%	90%
Percent of Health System employees evaluations completed annually	50%	32%	55%	55%	55%
Average Cost per Capita	\$386	\$389	\$452	\$515	\$518
Percent of outcome and efficiency goals and benchmarks met Systemwide	74%	68%	73%	73%	73%

Health Administration (5500B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	23.0	13.0	14.0	23.0	9.0	23.0	
Funded FTE	22.1	12.8	13.5	22.6	9.2	22.6	
Total Requirements	1,008,114	1,200,713	10,327,078	15,058,846	4,731,768	14,938,213	(120,633)
Total Sources	1,063,294	1,124,796	10,327,078	15,058,846	4,731,768	14,938,213	(120,633)
Net County Cost	(55,179)	75,916					

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the transfer of the Continuing Medical Education (CME) program from the Medical Center and Behavioral Health & Recovery Services.

Total Requirements	Total Sources	Net County Cost	Positions
3,055,302	3,055,302	0	0

2. Learn, Engage, Aspire, Perfect (LEAP) Program Position Transfers

The LEAP Program is being transferred to Health Administration from San Mateo Medical Center. This re-organization includes the transfer of six existing LEAP Program positions and the addition of three Health Services Managers to support expansion of the program throughout the Health System. There is no impact to Net County Costs as a result of the transfer of these positions.

Total Requirements	Total Sources	Net County Cost	Positions
1,651,980	1,676,466	(24,486)	9

3. Reconciliation of Budget with the Master Salary Ordinance Amendment

A vacant Administrative Assistant is being deleted and a Program Coordinator is being added pursuant to the Salary Ordinance Amendment approved by the Board of Supervisors in April 2015.

Total Requirements	Total Sources	Net County Cost	Positions
(116,595)	0	(116,595)	(1)
141,081	0	141,081	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
4,731,768	4,731,768	0	9

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and removal of one-time items from the previous year.

Total Requirements	Total Sources	Net County Cost	Positions
(120,633)	(120,633)	0	0

Health Administration (5500B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	249,533	574,749	632,495	1,066,688	434,193	1,537,007	470,319
Charges for Services		431,437	1,102,738	3,346,840	2,244,102	3,216,042	(130,798)
Interfund Revenue	715,721	151,148	900,000	2,191,603	1,291,603	2,191,603	
Miscellaneous Revenue	24	1,698	7,701,352	8,453,715	752,363	7,993,561	(460,154)
Total Revenue	965,278	1,159,031	10,336,585	15,058,846	4,722,261	14,938,213	(120,633)
Fund Balance	98,016	(34,235)	(9,507)		9,507		
TOTAL SOURCES	1,063,294	1,124,796	10,327,078	15,058,846	4,731,768	14,938,213	(120,633)
REQUIREMENTS							
Salaries and Benefits	2,474,601	2,293,069	2,755,093	5,824,857	3,069,764	5,989,501	164,644
Services and Supplies	596,939	1,016,319	1,544,615	2,795,173	1,250,558	2,726,485	(68,688)
Other Charges	1,098,213	128,569	768,318	1,261,427	493,109	1,044,790	(216,637)
Other Financing Uses		1,330	7,702,707	7,978,034	275,327	7,978,082	48
Gross Appropriations	4,169,753	3,439,287	12,770,733	17,859,491	5,088,758	17,738,858	(120,633)
Intrafund Transfers	(3,161,639)	(2,238,574)	(2,443,655)	(2,800,645)	(356,990)	(2,800,645)	
TOTAL REQUIREMENTS	1,008,114	1,200,713	10,327,078	15,058,846	4,731,768	14,938,213	(120,633)
NET COUNTY COST	(55,179)	75,916		0	0	0	0
AUTHORIZED POSITIONS							
Salary Resolution	23.0	13.0	14.0	23.0	9.0	23.0	
Funded FTE	22.1	12.8	13.5	22.6	9.2	22.6	

Health Coverage Unit (5510B)

Program Locator

County

Health Services

Health System

▷ **Health Coverage Unit**

Program Outcome Statement

Maximize health insurance coverage among low-income residents

Program Results

The Health Coverage Unit (HCU) engages in outreach and assistance to connect low-income residents to health coverage, with a focus on clients who seek services at the Health System's medical and behavioral health locations. HCU aims to offer "one stop" assistance to help residents enroll in the programs for which they are eligible. HCU administers eligibility for the County's local coverage programs, Access and Care for Everyone (ACE) and Healthy Kids, for those who do not qualify for other federal and state health insurance programs. HCU also assists clients in navigating the local healthcare safety net to assure that coverage can promote access to needed healthcare services. HCU also advocates for systems and policies that make the process easier for consumers and more efficient for government.

The Health Coverage Unit estimates reaching more than 30,000 uninsured residents during FY 2014-15 to assist them in successfully enrolling in health insurance coverage programs. Major accomplishments include:

- Leading San Mateo County efforts to maximize the reach of the federal health reform law as major coverage expansion components were implemented on January 1, 2014; HCU was the #1 government entity in the State in enrolling consumers into newly available offerings through the state insurance marketplace, Covered California.
- Sustaining the distinction as one of only three counties in California to extend universal health coverage for children; a November 2014 analysis from the statewide organization, Children Now, rated San Mateo County #1 of the 58 counties in the proportion of children with health insurance coverage for the entire year (97%).
- For the fifth consecutive year, meeting client demand and customer service targets even as demand grows without increasing staffing through a concentrated effort on finding efficiencies.
- Providing all clients with a decision on ACE eligibility within two business days in all twelve months of the fiscal year.

The HCU partners with a wide range of organizations to accomplish its mission, including the other divisions of the Health System, the Human Services Agency (HSA), the Health Plan of San Mateo, community-based organizations, schools, and healthcare providers. The FY 2015-17 budget cycle will bring many changes as the HCU continues to adapt to the changing health coverage landscape. Focus over the next two years will be on: a) adapting the enrollment assistance strategy to streamline processes in partnership with HSA at two sites with co-located staff; b) identifying opportunities to keep improving local coverage programs for children and adults (Healthy Kids and ACE); and c) exploring options to obtain ongoing client feedback to support continued excellence in customer service.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percentage of San Mateo County children insured	95%	95%	95%	95%	95%
Completed health coverage applications per HCU employee	1,476	1,300	1,100	1,200	1,200
Number of San Mateo County residents in Covered California	---	26,671	32,000	34,000	35,000
Number of San Mateo County residents enrolled in Medi-Cal through ACA Expansion	---	17,778	29,000	29,000	29,000

Health Coverage Unit (5510B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	31.0	31.0	31.0	33.0	2.0	33.0	
Funded FTE	30.6	30.6	30.6	31.8	1.2	31.8	
 Total Requirements	 7,235,739	 6,790,291	 7,377,824	 7,483,587	 105,763	 7,428,422	 (55,165)
Total Sources	5,554,769	5,466,314	5,444,843	5,472,206	27,363	5,313,903	(158,303)
Net County Cost	1,680,969	1,323,978	1,932,981	2,011,381	78,400	2,114,519	103,138

FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and a decrease in Healthy Kids premium costs due to projected decrease in enrollment with the Health Plan of San Mateo.

Total Requirements	Total Sources	Net County Cost	Positions
(54,800)	(133,200)	78,400	0

2. Transfer of Community Program Analyst

In an effort to streamline enrollment and renewal assistance for County residents, the Human Services Agency will transfer a filled Community Program Analyst I to the Health Coverage Unit. The position will be funded by Medi-Cal Administrative Activities and Healthy Kids revenues.

Total Requirements	Total Sources	Net County Cost	Positions
123,096	123,096	0	1

3. Reconciliation of Budget with Master Salary Ordinance Amendment

Adjustments have been made to reconcile the budget with the Master Salary Ordinance Amendment approved by the Board of Supervisors on April 28, 2015, in which the Director of Strategic Operations was deleted and a Senior Management Analyst and Administrative Assistant II were added.

Total Requirements	Total Sources	Net County Cost	Positions
(239,265)	(239,265)	0	(1)
276,732	276,732	0	2

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
105,763	27,363	78,400	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(55,165)	(158,303)	103,138	0

Health Coverage Unit (5510B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	424,804	611,299		148,428	148,428	122,716	(25,712)
Charges for Services	1,259,930	2,166,294	1,550,936	1,807,288	256,352	1,680,989	(126,299)
Interfund Revenue	155,038	254,654	257,674	279,288	21,614	285,132	5,844
Miscellaneous Revenue	3,714,998	2,434,067	3,192,140	3,237,202	45,062	3,225,066	(12,136)
Total Revenue	5,554,769	5,466,314	5,000,750	5,472,206	471,456	5,313,903	(158,303)
Fund Balance			444,093		(444,093)		
TOTAL SOURCES	5,554,769	5,466,314	5,444,843	5,472,206	27,363	5,313,903	(158,303)
REQUIREMENTS							
Salaries and Benefits	3,327,051	3,632,500	3,835,765	4,143,347	307,582	4,277,335	133,988
Services and Supplies	6,452,733	5,667,367	5,825,309	5,599,996	(225,313)	5,494,578	(105,418)
Other Charges	108,162	136,424	154,250	242,851	88,601	181,133	(61,718)
Gross Appropriations	9,887,947	9,436,290	9,815,324	9,986,194	170,870	9,953,046	(33,148)
Intrafund Transfers	(2,652,208)	(2,645,999)	(2,437,500)	(2,502,607)	(65,107)	(2,524,624)	(22,017)
TOTAL REQUIREMENTS	7,235,739	6,790,291	7,377,824	7,483,587	105,763	7,428,422	(55,165)
NET COUNTY COST	1,680,969	1,323,978	1,932,981	2,011,381	78,400	2,114,519	103,138
AUTHORIZED POSITIONS							
Salary Resolution	31.0	31.0	31.0	33.0	2.0	33.0	
Funded FTE	30.6	30.6	30.6	31.8	1.2	31.8	

Public Health, Policy and Planning (5550B)

Program Locator

County

Health Services

Health System

▷ **Public Health, Policy and Planning**

Program Outcome Statement

Protect San Mateo County residents health by preventing the spread and development of diseases

Program Results

Public Health, Policy and Planning (PHPP) protects the health of all 750,000 San Mateo County residents by investigating and analyzing communicable diseases and other health issues, engaging in disease treatment and prevention measures, and creating conditions that enable all San Mateo County residents to live healthy lives.

To achieve these goals, PHPP operates a public health laboratory (PH Lab) performing 69,500 tests annually; provides healthcare services to 1,500 people with HIV, STDs and other infectious diseases at the Edison Clinic; brings healthcare to more than 1,250 people who experience significant barriers to care access through the Mobile Clinic; investigates reportable diseases, such as 602 people with TB, and engages in prevention measures; provides animal control and care; registers all 4,588 deaths and 5,559 births in the County; and engages in policy change to build healthy communities.

To maintain client health, increase quality of life and life expectancy, and reduce the transmission of HIV, PHPP provides primary medical care and supportive services to people with HIV and aims for clients to maintain undetectable HIV viral loads, which is defined as less than 200 copies per ml of blood.

Since childhood obesity leads to a lifetime of preventable chronic diseases, PHPP programs engage communities in activities that help San Mateo County children stay healthy, aiming to reduce the percent of overweight and obese children in San Mateo County. Finally, PHPP tracks rates of Type II Diabetes in the adult population and would like to see a reduction in the rate of increase by holding the percent of adults with Type II diabetes in San Mateo County steady.

In FY 2015-16 and FY 2016-17, PHPP will strengthen its Communicable Disease resources to address the increase in incidence of communicable diseases. There has been a 26% increase in the number of tuberculosis investigations from 2013 to 2014 and a 39% increase in vaccine-preventable diseases. Each case requires a contact investigation to ensure the disease does not spread to other people who may have been exposed. In addition, each case creates many suspect case reports that staff must investigate. PHPP will also continue to grow its analytical infrastructure to make decisions about how to use resources and which public health needs are prioritized.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of HIV patients with a clinically undetectable viral load (under 200 per ml blood)	93%	90%	90%	90%	90%
Percent of San Mateo County children overweight or obese	34%	34%	34%	34%	34%
Percent of San Mateo County Adults with Type II Diabetes	10%	10%	10%	10%	10%

Public Health, Policy and Planning (5550B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	102.0	101.0	97.0	100.0	3.0	100.0	
Funded FTE	100.9	98.9	94.9	98.8	3.9	98.8	
 Total Requirements	 23,917,884	 23,855,083	 25,635,292	 28,829,784	 3,194,492	 29,509,604	 679,820
Total Sources	18,158,122	17,928,692	18,702,811	21,179,141	2,476,330	21,395,777	216,636
Net County Cost	5,759,763	5,926,391	6,932,481	7,650,643	718,162	8,113,827	463,184

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-2015 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; various funding changes in grants; increases in fee-based revenue and volumes; increases patient care service reimbursements; replacement of numerous application servers; space improvements for the PH Lab; and IT projects to support data-driven decision-making.

Total Requirements	Total Sources	Net County Cost	Positions
2,683,181	1,878,019	805,162	0

2. Strengthen Communicable Disease / Tuberculosis Program

Given an increase in vaccine-preventable diseases and in tuberculosis cases as well as an increase in complexity of investigations, one Social Worker Supervisor, one Senior Community Program Specialist, and one Epidemiologist I have been added. Costs for the positions are covered within existing resources, resulting in no additional Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
299,967	299,967	0	3

3. Operational Reorganization Position Transfers

The Health Emergency Preparedness program (HEP) is being transferred to Emergency Medical Services. As part of this reorganization, one filled Supervising Physician position will be transferred to PHPP. One filled Department Systems Analyst position is transferred to Health Information Technology to provide a more coordinated and enhanced level of IT services to the small divisions. Costs for the position have been included in the Health IT charges and this package increases the charges for those costs. Additionally, one filled Communicable Disease Investigator will be transferred to align HIV Surveillance resources with the corresponding revenue within PHPP. There is no impact to Net County Cost from these transfers.

Total Requirements	Total Sources	Net County Cost	Positions
298,344	298,344	0	0

4. Transfer of Prevention Work for Unincorporated County to Office of Sustainability

Per discussion with the County Manager's Office, budget adjustments have been made to reflect that the Health Policy and Planning program will no longer focus policy and prevention efforts for unincorporated areas of the County and the Net County Cost associated with such work will be reduced in the PHPP budget and transferred to the newly created Office of Sustainability.

Total Requirements	Total Sources	Net County Cost	Positions
(87,000)	0	(87,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
3,194,492	2,476,330	718,162	3

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the purchase of a new Mobile Clinic Coach.

Total Requirements	Total Sources	Net County Cost	Positions
679,820	216,636	463,184	0

Health IT (5560B)

Program Locator

County

Health Services

Health System

▷ **Health IT**

Program Outcome Statement

Provide IT leadership and support to Health System divisions

Program Results

The Health Information Technology (HIT) division staffs the governance process for selecting health-specific software systems and projects, manages all Health System HIT projects, and provides operating support for Health System-specific software. Health IT customers represent all persons who ultimately receive a service supported by IT systems, including Health System employees, patients/clients and business partners within and outside the County. Health IT is committed to transparency, accountability, and results that make a difference in the lives of patients, clients, stakeholders and staff members.

In FY 2015-16, in addition to supporting the daily IT operations of the Health System, Health IT will deploy a Master Person Index (MPI) system to unify all patient registration information across the Health System's various electronic health and case management software systems, such that providers of care and services can access the most relevant and recent information about services provided by the Health System to patients and clients. In FY 2016-17, Health IT will also deliver new software systems that support predictive analytical capability, so that process improvements can be both planned and measured with accurate and validated data.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Health System customers ranking services good or better	---	77%	80%	80%	80%
Percent of projects completed on time and within budget	---	100%	100%	80%	80%
Percent of reports delivered by agreed upon delivery date	---	---	---	75%	75%

Health IT (5560B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution		12.0	15.0	19.0	4.0	19.0	
Funded FTE		12.0	14.3	19.0	4.7	19.0	
 Total Requirements		1,996,655	3,049,116	5,688,796	2,639,680	2,887,097	(2,801,699)
Total Sources		1,996,655	3,049,116	5,688,796	2,639,680	2,887,097	(2,801,699)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and costs related to the Health System Server Upgrade project. These costs are supported by charges to the divisions within the Health System.

Total Requirements	Total Sources	Net County Cost	Positions
1,954,966	1,957,990	(3,024)	0

2. Transfer of Division IT Staff Into Health IT

One filled Senior Information Technology Analyst, Two filled Department Systems Analysts, and one filled Information Technology Analyst have been transferred from the smaller divisions to Health IT Operations to provide a more coordinated and enhanced level of IT service. Additionally, in order to reconcile the budget with the Master Salary Ordinance Amendments approved in March and April, one vacant Systems Engineer and one vacant Senior Accountant were deleted and one Project Manager position and one Information Technology Analyst position were added to provide analytical support and to manage the new Health IT Operations program that will provide service to Health's small divisions.

Total Requirements	Total Sources	Net County Cost	Positions
(325,608)	0	(325,608)	(2)
1,010,322	681,690	328,632	6

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
2,639,680	2,630,680	0	4

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. These increases are offset by a decrease in costs related to the completion of the Server Replacement Project and implementation of the Master Person Index.

Total Requirements	Total Sources	Net County Cost	Positions
(2,801,699)	(2,801,699)	0	0

Emergency Medical Services GF (5600B)

Program Locator

County

Health Services

Health System

▷ **Emergency Medical Services (General Fund)**

Program Outcome Statement

Maintain a timely and effective emergency medical services system

Program Results

The Emergency Medical Services (EMS) Agency provides oversight and coordination of the countywide emergency medical services system. The system receives over 48,000 calls per year that include 911 emergency medical dispatch, fire paramedic first response, and emergency paramedic ground and air ambulance transport services. Approximately, 32,000 (67%) of these calls result in transport to an emergency department (ED), representing 10% of the population seen at EDs. EMS provides leadership in regional trauma and stroke systems of care and develops improved response policies to multi-casualty incidents and mutual aid requests. EMS educates the public about 911 activation for stroke and cardiac arrest (ST Segment Elevated Myocardial Infraction–STEMI) victims, bystander CPR, fall prevention, and the use of child car safety seats and bicycle helmets.

In cooperation with the Sheriff's Office of Emergency Services and Public Health, Policy and Planning, EMS is responsible for emergency disaster response activities and works to improve medical and public health disaster preparedness and surge capacity through two grant-funded programs, Health Emergency Preparedness and the Hospital Preparedness Program. EMS works closely with county partners to strengthen emergency medical radio communications. In addition, EMS is responsible for paramedic accreditation and Emergency Medical Technicians certification and recertification. Annually, EMS receives court fines to pay 11,000 claims from physicians and trauma hospitals totaling approximately \$550,000.

EMS helps to maintain the health and safety of the public by providing and monitoring an organized system of emergency medical care for SMC. First responder and transport paramedics are available 24/7 county-wide to rapidly respond to 911 calls for emergency medical assistance. Immediate intervention and stabilization of an injury or illness and rapid, safe transport to the appropriate hospital save lives and limits morbidity. Behavioral health crisis response, services and transportation are provided through the San Mateo County Mental Health Assessment and Referral Team (SMART) program operated by American Medical Response.

In 2015-16 and 16-17, EMS will conduct a system redesign and plan for the next issuance of a Request for Proposals for contracted paramedic ambulance transport providers. EMS will expand to include the Health Emergency Preparedness program and to look for areas of additional need and increased synergies within the EMS system. Finally, EMS will implement a few important technology infrastructure projects that will help collect and use data to further program evaluation and planning.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percentage of requests for San Mateo County Mental Health Assessment and Referral Team (SMART) program services that are responded to by a SMART paramedic	45%	53%	80%	80%	80%
Percent of ambulance emergency medical service calls responded to on time per contract standards (Benchmark from AMR contract is 90%)	94%	94%	94%	94%	94%
Percent of ambulance transports requiring care at trauma center	3.7%	3.44%	3.6%	3.6%	3.6%

Emergency Medical Services GF (5600B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	6.0	6.0	10.0	9.0	(1.0)	9.0	
Funded FTE	6.0	6.0	10.0	9.0	(1.0)	9.0	
 Total Requirements	 6,306,692	 6,858,069	 7,305,110	 7,818,192	 513,082	 7,913,208	 95,016
Total Sources	6,358,056	6,796,443	7,274,957	7,818,192	543,235	7,913,208	95,016
Net County Cost	(51,365)	61,626	30,153		(30,153)		

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised Budget to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the transfer of the Health Emergency Preparedness Team.

Total Requirements	Total Sources	Net County Cost	Positions
668,304	698,456	(30,153)	0

2. Transfer of Physician to the Edison Clinic

One filled Supervising Physician has been transferred from the Health Emergency Preparedness Team to the Edison Clinic to better align provider responsibilities to patients in the clinic. Additionally, one filled Community Program Analyst II will be transferred within the Program to align the position with the Health Emergency Preparedness Program grant funding.

Total Requirements	Total Sources	Net County Cost	Positions
(296,656)	(155,221)	(141,435)	(2)
141,435	0	141,435	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
513,083	543,235	(30,153)	(1)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
95,015	95,015	0	0

Emergency Medical Services GF (5600B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	47,498	35,147	40,000	40,000		47,498	7,498
Fines, Forfeitures and Penalties	363,305	478,136	874,248	1,025,226	150,978	1,095,844	70,618
Intergovernmental Revenues	1,269,546	1,197,169	1,108,676	1,132,874	24,198	1,033,851	(99,023)
Charges for Services	63,160	55,014	70,000	272,525	202,525	287,216	14,691
Interfund Revenue				18,667	18,667	19,471	804
Miscellaneous Revenue	4,614,547	4,695,094	4,846,151	4,993,018	146,867	5,093,446	100,428
Total Revenue	6,358,056	6,460,561	6,939,075	7,482,310	543,235	7,577,326	95,016
Fund Balance		335,882	335,882	335,882		335,882	
TOTAL SOURCES	6,358,056	6,796,443	7,274,957	7,818,192	543,235	7,913,208	95,016
REQUIREMENTS							
Salaries and Benefits	1,518,887	1,535,815	2,159,455	2,005,401	(154,054)	2,055,209	49,808
Services and Supplies	4,527,807	4,787,125	5,043,319	5,394,634	351,315	5,430,406	35,772
Other Charges	259,997	198,647	202,576	146,466	(56,110)	170,880	24,414
Fixed Assets				15,000	15,000		(15,000)
Other Financing Uses		600	611	809	198	831	22
Gross Appropriations	6,306,692	6,522,187	7,405,961	7,562,310	156,349	7,657,326	95,016
Intrafund Transfers			(436,733)	(80,000)	356,733	(80,000)	
Net Appropriations	6,306,692	6,522,187	6,969,228	7,482,310	513,082	7,577,326	95,016
Contingencies/Dept Reserves		335,882	335,882	335,882		335,882	
TOTAL REQUIREMENTS	6,306,692	6,858,069	7,305,110	7,818,192	513,082	7,913,208	95,016
NET COUNTY COST	(51,365)	61,626	30,153	0	(30,153)	0	0
AUTHORIZED POSITIONS							
Salary Resolution	6.0	6.0	10.0	9.0	(1.0)	9.0	
Funded FTE	6.0	6.0	10.0	9.0	(1.0)	9.0	

Emergency Medical Services Fund (5630B)

Program Locator

County

Health Services

Health System

▷ **Emergency Medical Services Fund**

Program Outcome Statement

Provide partial payment for uncompensated emergency medical care

Program Results

The Emergency Medical Services Trust (EMS Trust) funds physicians for uncompensated emergency care and hospitals for providing a disproportionately high level of uncompensated emergency and trauma care. In addition the EMS Trust funds administrative and other program support in EMS. The EMS Trust is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees under state law.

For 2014, EMS provided \$1.47 million for both physician claims, which average 11,000 a year, and financial support of trauma hospitals. Due to the amount of claims exceeding the limited amount of EMS Trust funds available, EMS is only able to pay approximately 25% of the total of each claim for uncompensated emergency care submitted. The balance of the claims remains uncompensated.

This partial funding of physicians and hospitals for uncompensated emergency trauma care keeps the emergency medical system viable and helps to maintain the health and safety of the public by ensuring that emergency medical care is available.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Total expenditures	2,345,530	2,407,956	2,840,281	2,706,555	2,764,521

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	2,449,528	2,280,976	2,518,064	2,510,175	(7,889)	2,457,581	(52,594)
Use of Money and Property	21,287	19,576	32,432	20,850	(11,582)	20,850	
Miscellaneous Revenue	48,616	103,384	52,000	69,000	17,000	69,000	
Total Revenue	2,519,431	2,403,936	2,602,496	2,600,025	(2,471)	2,547,431	(52,594)
Fund Balance	2,844,777	3,018,678	3,014,657	2,761,981	(252,676)	2,761,981	
TOTAL SOURCES	5,364,208	5,422,614	5,617,153	5,362,006	(255,147)	5,309,412	(52,594)
REQUIREMENTS							
Services and Supplies	2,345,530	2,407,956	2,840,281	2,872,608	32,327	2,915,877	43,269
Net Appropriations	2,345,530	2,407,956	2,840,281	2,872,608	32,327	2,915,877	43,269
Non-General Fund Reserves	3,018,678	3,014,657	2,776,872	2,489,398	(287,474)	2,393,535	(95,863)
TOTAL REQUIREMENTS	5,364,208	5,422,614	5,617,153	5,362,006	(255,147)	5,309,412	(52,594)

FY 20154-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: payments for Physicians / Trauma accounts will be funded in accordance with SB 476. Fund Balance and Reserves decreased from the EMS allocation due to anticipated increased expenditures in the EMS General Fund.

Total Requirements	Total Sources	Net County Cost	Positions
(255,147)	(255,147)	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance.

Total Requirements	Total Sources	Net County Cost	Positions
(52,594)	(52,594)	0	0

Aging and Adult Services (5700B)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	48,280	46,771	50,000	50,000		50,000	
Use of Money and Property	92,278	140,338	150,000	220,000	70,000	220,000	
Intergovernmental Revenues	12,157,894	12,549,898	14,727,206	15,473,573	746,367	16,150,292	676,719
Charges for Services	2,122,336	2,130,906	3,494,241	3,644,241	150,000	3,983,292	339,051
Interfund Revenue	144,676	155,726	221,333	221,333		221,333	
Miscellaneous Revenue	376,564	259,756	718,402	1,175,469	457,067	1,175,469	
Total Revenue	14,942,027	15,283,396	19,361,182	20,784,616	1,423,434	21,800,386	1,015,770
Fund Balance	876,543	423,888	577,820	508,000	(69,820)	508,000	
TOTAL SOURCES	15,818,570	15,707,284	19,939,002	21,292,616	1,353,614	22,308,386	1,015,770
REQUIREMENTS							
Salaries and Benefits	14,651,329	15,417,937	19,651,183	20,092,706	441,523	20,046,429	(46,277)
Services and Supplies	3,432,258	3,573,321	5,475,192	6,519,146	1,043,954	5,807,131	(712,015)
Other Charges	4,634,326	4,058,794	5,094,883	5,750,132	655,249	5,481,772	(268,360)
Other Financing Uses		5,863	5,986	5,986		5,986	
Gross Appropriations	22,717,913	23,055,915	30,227,244	32,367,970	2,140,726	31,341,318	(1,026,652)
Intrafund Transfers	(2,756,453)	(2,735,880)	(4,330,713)	(5,074,677)	(743,964)	(2,518,512)	2,556,165
Net Appropriations	19,961,460	20,320,035	25,896,531	27,293,293	1,396,762	28,822,806	1,529,513
Contingencies/Dept Reserves	565,115	423,888	508,000	508,000		579,000	71,000
TOTAL REQUIREMENTS	20,526,575	20,743,923	26,404,531	27,801,293	1,396,762	29,401,806	1,600,513
NET COUNTY COST	4,708,005	5,036,639	6,465,529	6,508,677	43,148	7,093,420	584,743
AUTHORIZED POSITIONS							
Salary Resolution	131.0	135.0	136.0	138.0	2.0	138.0	
Funded FTE	131.0	135.0	136.0	138.0	2.0	138.0	

Conservatorship Program (5700P)

Program Locator

County

Health Services

Health System

Aging and Adult Services

▷ **Conservatorship Program**

Program Outcome Statement

Ensure physical / financial well-being of conservatees and estates

Program Results

The Public Guardian (PG) program ensures the physical and financial well-being of approximately 700 residents who have been "conserved", i.e. deemed unable to care for themselves by the Superior Court due to mental illness, dementia, or chronic disease. In accordance with specific court orders, the PG makes financial, housing, and/or medical decisions for conservatees. The PG program is administered under the jurisdiction of the Superior Court and in partnership with Behavioral Health and Recovery Services, County Counsel, the Private Defender Program, the Court Investigator's Office, the Ombudsman Program, Golden Gate Regional Center, and family members.

There are no major programmatic changes planned during the FY 2015-17 budget period. The program will increase efficiency and improve customer service by integrated its Public Guardian and Public Administrator computer applications. The program will maintain its high level of making timely visits with and accurate benefit accounting for conservatees during the FY 2015-17 budget period. However, fewer conserved residents will be placed in the County during FY 2015-17.

It is often necessary to place conserved clients in community facilities for appropriate care. The Program strives to find client placements within the county to allow the conserved clients to remain close to families and other supports. Due to the lack of affordable housing and the high cost of living in the county, the percentage of conservatees placed within the county has been reduced from 65% to 60%. There is a lack of appropriate and affordable placements within San Mateo County such as residential care homes that accept SSI payment rates, facilities that provide treatment for younger client populations, and those suffering from dementia and traumatic brain injuries.

Regular contacts with conserved clients by the deputy public guardians ensure conservatees' health and safety. The primary goal is that at least 95% of conservatees will receive at least one face-to-face visit every 90 days over the next two years. The average County cost per conservatee will increase due to rising labor and support costs.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of conserved clients placed within San Mateo County	63%	65%	65%	60%	60%
Annual County cost per conservatee	---	\$6,305	\$6,590	\$7,579	\$7,620
Percent of conservatees who receive at least one face-to-face visit every 90 days	93%	95%	95%	95%	95%

Conservatorship Program (5700P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	42.0	46.0	46.0	46.0		46.0	
Funded FTE	42.0	46.0	46.0	46.0		46.0	
 Total Requirements	 4,953,872	 5,029,826	 6,489,041	 6,719,308	 230,267	 6,876,332	 157,024
Total Sources	2,151,241	2,063,250	3,631,347	4,077,945	446,598	4,215,872	137,927
Net County Cost	2,802,631	2,966,576	2,857,694	2,641,363	(216,331)	2,660,460	19,097

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; information technology internal service fees; and one-time case management system replacement costs.

Total Requirements	Total Sources	Net County Cost	Positions
230,267	446,598	(216,331)	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. These increases are partially offset due to the reduction of one-time case management system replacement costs.

Total Requirements	Total Sources	Net County Cost	Positions
157,024	137,927	19,097	0

Public Administrator Program (5710P)

Program Locator

County

Health Services

Health System

Aging and Adult Services

▷ **Public Administrator Program**

Program Outcome Statement

Efficient and timely distribution of decedents' estates

Program Results

The Public Administrator (PA) Program investigates and administers the estates of persons who die without appropriate representatives available or willing to act as estate administrators. The PA's primary duties include protecting decedents' property from waste, loss or theft; liquidating assets at public sale to pay the decedent's bills and taxes; and distributing remaining assets and funds to heirs.

The PA anticipates that the average number of days to administer and close a case with a value less than \$150,000 will be within two years, or 730 days, during FY 2015-17.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Average Cost per Estate Managed	---	\$9,830	\$9,921	\$9,922	\$9,960
Average number of days to close a case with a value of less than \$150,000	---	---	730	730	730

Public Administrator Program (5710P)

Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	15.0	14.0	14.0	14.0		14.0	
Funded FTE	15.0	14.0	14.0	14.0		14.0	
 Total Requirements	 761,701	 956,731	 1,583,376	 1,725,074	 141,698	 2,583,628	 858,554
Total Sources	474,700	669,149	642,741	346,323	(296,418)	547,447	201,124
Net County Cost	287,001	287,583	940,635	1,378,751	438,116	2,036,181	657,430

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and increases to IT costs, including a one-time increase to replace a case management system.

Total Requirements	Total Sources	Net County Cost	Positions
141,698	(296,418)	438,116	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
858,554	201,124	657,430	0

Community-Based Programs (5720P)

Program Locator

County

Health Services

Health System

Aging and Adult Services

▷ **Community-Based Programs**

Program Outcome Statement

Protect and support seniors and people with disabilities from abuse, neglect or financial exploitation and remain safely in the community

Program Results

The Adult Protective and Supportive Services include several types of services. Adult Protective Services (APS) responds to over 1,300 cases of abuse or neglect annually. Conservatorship Investigations investigates over 100 cases annually of adults who are deemed unable to make personal and financial decisions for themselves. In-Home Supportive Services (IHSS) serves over 4,300 Medi-Cal eligible aged, blind and disabled individuals so they can remain living at home and out of institutional care. The Multipurpose Senior Services Program (MSSP) serves 210 seniors who would otherwise be placed in skilled nursing facilities. Representative Payee and Trust Accounting staff members assist over 500 clients with financial management. Aging and Adult Services (AAS) also contracts with community providers to provide safety net services that help individuals remain safely in the community.

The State care coordination demonstration program for people enrolled in both Medi-Cal and Medicare, known as Cal MediConnect, is providing comprehensive, coordinated care through a team of professionals from AAS and the Health Plan of San Mateo. As a result, more residents are identified who need community-based services. A priority for AAS will be to work with Health Plan of San Mateo to measure and report on whether the community-based services component of the demonstration program is saving money and providing improved care.

Also, beginning in November 2015, the Multi-Senior Services Program (MSSP) Federal grant will end and the Health Plan of San Mateo will contract with the County to provide MSSP. A priority in FY 2015-16 will be to transition this program seamlessly to provide continuity of service for residents

As the table below shows, 85% of APS cases will be resolved and stabilized for at least twelve months. Timely processing of IHSS referrals ensures the safety of elderly and disabled adults who need help to remain safely at home. Over the next two years, 75% of clients referred to IHSS will receive a follow-up phone call within seven days. The number of IHSS consumers is anticipated to increase to over 4,300 in FY 2015-16 and 4,600 in FY 2016-17.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Adult Protective Services cases that are resolved and stabilized for at least twelve months	85%	92%	90%	85%	85%
Percent of clients receiving follow-up within 7 days of referral to IHSS	---	99%	75%	75%	75%
Number of IHSS clients receiving one or more visits annually	---	3,470	4,179	4,388	4,607

Community-Based Programs (5720P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	74.0	75.0	76.0	78.0	2.0	78.0	
Funded FTE	74.0	75.0	76.0	78.0	2.0	78.0	
 Total Requirements	14,811,002	14,757,366	18,332,114	19,356,911	1,024,797	19,941,846	584,935
Total Sources	13,192,629	12,974,885	15,664,914	16,868,348	1,203,434	17,545,067	676,719
Net County Cost	1,618,373	1,782,480	2,667,200	2,488,563	(178,637)	2,396,779	(91,784)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and an increase in IT costs, including a one-time case management system replacement project cost in FY 2015-16.

Total Requirements	Total Sources	Net County Cost	Positions
785,949	964,586	(178,637)	0

2. Staffing Increase for the In-Home Supportive Services Program

As the IHSS program grows each year, it is necessary that an adequate span of control for supervision of social workers is maintained, therefore, an additional Social Worker Supervisor is being added.

Total Requirements	Total Sources	Net County Cost	Positions
143,637	143,637	0	1

3. Add Senior Accountant

Currently, the IHSS program has been borrowing accounting services from other programs since there is no program accountant. Given the growth in the program and in order to manage IHSS program finances, a Senior Accountant is being added.

Total Requirements	Total Sources	Net County Cost	Positions
136,728	136,728	0	1

4. Add Contract Administrator

Each year, 88 contracts and 38 amendments are developed and a total of 126 contracts need to be monitored. In addition, new community benefit organization contracts funded by Measure A will need to be monitored. In order to manage this increased workload, a Contract Administrator is being added.

Total Requirements	Total Sources	Net County Cost	Positions
128,343	128,343	0	1

5. Transfer of Senior IT Analyst

One Senior Information Technology Analyst position is transferred to Health Information Technology division to provide a more coordinated and enhanced level of IT services to the small divisions. Cost for the position has been included in the Health IT charges and this package increases the charges for those costs. There is no impact to net county cost as a result of this transfer.

Total Requirements	Total Sources	Net County Cost	Positions
(169,860)	(169,860)	0	(1)

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,024,797	1,203,434	(178,637)	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT. These increases are partially offset by the deletion of case management system project costs.

Total Requirements	Total Sources	Net County Cost	Positions
584,935	676,719	(91,784)	0

IHSS Public Authority (5800B)

Program Locator

County

Health Services

Health System

▷ **IHSS Public Authority**

Program Outcome Statement

Keep people at home with caregiver support

Program Results

The Public Authority (PA) supports low-income seniors and people with disabilities to remain safely at home by providing In-Home Supportive Services (IHSS) caregivers. IHSS caregivers assist with tasks of daily living such as toileting, bathing, dressing and feeding. The caregivers may also provide services such as cooking, laundry and accompaniment to medical appointments. The PA manages 5,000 caregivers for over 4,300 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks, conducting caregiver orientations and training, and managing caregiver wages and health benefits.

Since 2005, there has been a 60% increase in the number of caregivers in the County. Without these caregiver services, seniors and people with disabilities may require institutional care that would diminish the quality of life. In addition, the orientation and training provided for the caregivers increases the quality of care to clients, allowing clients to remain in the community for a longer period of time.

In the FY 2015-17 budget period, the County cost of the program will increase, in part, from an hourly wage increase from \$11.50 to \$12.65 for IHSS caregivers that went into effect April 1, 2015.

Caregivers are independent providers represented by a union. In early 2015, the responsibility for collective bargaining with the Union was transferred from the County to a new State agency: the California In Home Supportive Services Authority. The purpose for this transfer was to standardize and improve labor and employee relations of caregivers statewide in order to reduce turnover of caregivers and provide continuity of care to residents. As a result of this transfer, any future wage increases will be paid fully by the State and not the County.

Over the next two years, the Program expects to decrease the number of days it takes for a resident to obtain IHSS services from 60 days to 51 days. Also, residents can expect to be provided a registry caregiver within six days of a request.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of days it takes to get IHSS services	120	51	60	51	51
IHSS Costs:					
- County	\$9,844,154	\$9,827,138	\$10,751,955	\$13,227,076	\$13,536,880
- State	\$19,929,057	\$23,186,889	\$26,030,477	\$25,663,287	\$26,573,540
- Federal	\$30,806,792	\$33,528,862	\$36,372,450	\$38,905,260	\$39,790,843
- Total Costs	\$59,806,003	\$66,542,889	\$73,154,882	\$77,795,623	\$79,901,263
Average number of days it takes to provide a registry caregiver	5	8	6	6	6

IHSS Public Authority (5800B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	16,647,062	16,586,685	19,427,449	21,886,352	2,458,903	21,990,999	104,647
Total Sources	16,647,062	16,586,685	19,427,449	21,886,352	2,458,903	21,990,999	104,647

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: internal service charge increases, including County facility rent and Core IT; state mandated maintenance of effort 3.5 percent increase in Public Authority costs to support the program; wage increase for independent providers; reduction in medical insurance rate for independent providers; wage increase for contract mode employees, one-time project costs to replace the case management system; corresponding increases to state and federal reimbursement of costs; and an increase in state realignment revenue based on actual revenue received. The State set limits on how much the County will pay for the program.

Total Requirements	Total Sources	Net County Cost	Positions
2,458,903	2,458,903	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: internal service charge increases, including County facility rent and Core IT; state mandated maintenance of effort 3.5 percent increase to support the program, delete one-time project cost to replace case management system; and three percent increase in state realignment revenue.

Total Requirements	Total Sources	Net County Cost	Positions
104,647	104,647	0	0

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	5,246	7,049					
Intergovernmental Revenues	11,437,852	11,353,393	14,595,600	16,704,503	2,108,903	16,809,150	104,647
Interfund Revenue	3,960,322	3,969,391	3,969,894	3,969,894		3,969,894	
Miscellaneous Revenue	43,642	394,898		350,000	350,000	350,000	
Total Revenue	15,447,062	15,724,730	18,565,494	21,024,397	2,458,903	21,129,044	104,647
Fund Balance	1,200,000	861,955	861,955	861,955		861,955	
TOTAL SOURCES	16,647,062	16,586,685	19,427,449	21,886,352	2,458,903	21,990,999	104,647
REQUIREMENTS							
Salaries and Benefits	515,636	523,985	959,230	1,060,682	101,452	1,068,122	7,440
Services and Supplies	4,151,378	4,264,163	4,234,426	4,143,974	(90,452)	4,143,974	
Other Charges	10,768,093	10,936,372	13,371,838	15,819,741	2,447,903	15,916,948	97,207
Other Financing Uses	350,000	210					
Net Appropriations	15,785,107	15,724,730	18,565,494	21,024,397	2,458,903	21,129,044	104,647
Non-General Fund Reserves	861,955	861,955	861,955	861,955		861,955	
TOTAL REQUIREMENTS	16,647,062	16,586,685	19,427,449	21,886,352	2,458,903	21,990,999	104,647

IHSS Public Authority GF (6900B)

Program Locator

County

Health Services

Health System

▷ **IHSS Public Authority (General Fund)**

Program Outcome Statement

Keep people at home with caregiver support

Program Results

This budget unit contains the County's General Fund contributing to In-Home Supportive Services (IHSS). IHSS Public Authority supports low income seniors and people with disabilities to remain safely at home by providing IHSS caregivers. The caregivers assist with the tasks of daily living such as toileting, getting in and out of bed, cooking, feeding and ensuring medications are taken and medical appointments are kept. The Public Authority manages 5,000 caregivers for over 4,300 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks and conducting caregiver orientations and trainings.

The County's General Fund contribution remains steady at \$3,702,306 each year.

IHSS Public Authority GF (6900B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
REQUIREMENTS							
Other Charges	3,702,306	3,702,306	3,702,306	3,702,306		3,702,306	
TOTAL REQUIREMENTS	3,702,306	3,702,306	3,702,306	3,702,306		3,702,306	
NET COUNTY COST	3,702,306	3,702,306	3,702,306	3,702,306		3,702,306	

FY 2015-16 Program Funding Adjustments

No changes.

FY 2016-17 Program Funding Adjustments

No changes.

Environmental Health Services (5900B)

Program Locator

County

Health Services

Health System

▷ **Environmental Health Services**

Program Outcome Statement

Protect the public's health by preventing food and waterborne illnesses

Program Results

Environmental Health Services (EHS) protects the public's health by ensuring that food, water and housing are safe and healthy. The Division expects to respond to 93% of complaints within the required time period and that ocean beaches will be open and safe for recreational uses 99% of days in the year.

In FY 2013-14, the most recent year with full data, EHS closed 58 establishments with major violations of food safety practices, ensuring that food is safe; closed 174 public pools / spas with major violations, protecting the health and safety of the public; and pursued enforcement action against seven businesses for repeat or major violations of hazardous material regulations, reducing the potential for hazardous material releases. EHS implemented risk based food inspections and continues work with regulated businesses towards achieving electronic submission of hazardous materials business plans.

In FY2014-15, EHS adopted the Food and Drug Administration's standardized inspection standards in the Food Program, piloted and began implementation of mobile technology for field inspectors, established changes to onsite wastewater treatment systems, sponsored ordinances to require color-coded placards for food safety inspections in restaurants, and required pharmaceutical manufacturers to take back unused medications they sell in San Mateo County.

Environmental Health priorities for FY 2015-17 are: expansion of mobile technology for all field staff, 100% online submission of hazardous material business plan information by local businesses, implementation of food placarding system and safe medicine disposal ordinance, submission of mandatory Local Area Management Plan with updated onsite wastewater treatment ordinance and technical guide for septic system construction, to the Regional Water Quality Control Board for review and approval.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 14-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of suspected food-borne illness complaints responded to within one business day	81%	88%	93%	95%	95%
Percent of total days that beaches were open for use	98.5%	99%	99%	99%	99%
Cost per response to complaint involving hazardous materials	\$622	\$557	\$557	\$600	\$600

Environmental Health Services (5900B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	76.0	77.0	78.0	77.0	(1.0)	77.0	
Funded FTE	75.5	75.8	76.8	76.4	(0.4)	76.4	
 Total Requirements	 13,962,758	 14,499,606	 15,457,401	 16,061,397	 603,996	 16,456,199	 394,802
Total Sources	15,240,598	14,682,789	15,353,285	15,957,281	603,996	16,352,083	394,802
Net County Cost	(1,277,841)	(183,184)	104,116	104,116		104,116	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and an increase in revenue based on a proposed, multi-year amendment to the fee ordinance, which will be brought to the Board of Supervisors on June 2, 2015.

Total Requirements	Total Sources	Net County Cost	Positions
603,996	603,996	0	0

2. Transfer of IT Analyst

One Information Technology Analyst position is transferred to Health Information Technology to provide a more coordinated and enhanced level of IT services to the small divisions. Cost for the position has been included in the Health IT charges and this action increases the charges for those costs. There is no impact to Net County Cost as a result of this transfer.

Total Requirements	Total Sources	Net County Cost	Positions
(168,836)	0	(168,836)	(1)
168,836	0	168,836	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
603,996	603,996	0	(1)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and an increase in revenue based on a proposed, multi-year amendment to the fee ordinance.

Total Requirements	Total Sources	Net County Cost	Positions
394,802	394,802	0	0

Behavioral Health and Recovery Services (6100B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		1,003,538	8,495,237	5,479,055	(3,016,182)	5,521,810	42,755
Use of Money and Property	34,016	40,323	40,323	67,775	27,452	67,775	
Intergovernmental Revenues	67,931,270	73,571,421	73,347,989	78,871,869	5,523,880	79,176,370	304,501
Charges for Services	36,156,925	34,489,855	40,235,772	55,757,988	15,522,216	56,016,988	259,000
Interfund Revenue		2,225	150,000	150,000		150,000	
Miscellaneous Revenue	2,339,242	2,040,619	2,469,381	2,022,000	(447,381)	2,022,000	
Other Financing Sources	750,000						
Total Revenue	107,211,453	111,147,982	124,738,702	142,348,687	17,609,985	142,954,943	606,256
Fund Balance	4,261,816	146,752					
TOTAL SOURCES	111,473,269	111,294,734	124,738,702	142,348,687	17,609,985	142,954,943	606,256
REQUIREMENTS							
Salaries and Benefits	49,253,695	53,555,132	64,454,755	68,682,600	4,227,845	70,880,541	2,197,941
Services and Supplies	50,919,782	52,805,082	60,269,874	63,603,815	3,333,941	64,249,225	645,410
Other Charges	38,913,149	31,970,040	32,696,346	44,397,346	11,701,000	44,938,192	540,846
Fixed Assets	7,580						
Other Financing Uses		349,057	350,008	350,533	525	352,688	2,155
Gross Appropriations	139,094,206	138,679,310	157,770,983	177,034,294	19,263,311	180,420,646	3,386,352
Intrafund Transfers	(2,803,725)	(3,061,947)	(3,512,119)	(2,808,225)	703,894	(2,808,225)	
TOTAL REQUIREMENTS	136,290,481	135,617,363	154,258,864	174,226,069	19,967,205	177,612,421	3,386,352
NET COUNTY COST	24,817,213	24,322,629	29,520,162	31,877,382	2,357,220	34,657,478	2,780,096
AUTHORIZED POSITIONS							
Salary Resolution	408.0	428.0	454.0	462.0	8.0	462.0	
Funded FTE	388.0	413.4	430.4	446.3	15.9	446.3	

Behavioral Health and Recovery Administration (6110P)

Program Locator

County

Health Services

Health System

Behavior Health and Recovery Services

▷ **BHRS Compliance, Quality Assurance and Administration**

Program Outcome Statement

Provide programmatic and fiscal leadership and management for the BHRS division

Program Results

The Behavioral Health and Recovery Services (BHRS) Compliance, Quality Assurance and Administration staff defines and directs the priorities of Mental Health Youth, Adult and Older Adult Services and Alcohol and Other Drug Services; provides general administrative support for all BHRS programs including compliance, quality improvement, personnel services, budget and finance, research and evaluation, and contract administration; and works collaboratively with all Health System programs, other County departments, and contracted vendors to ensure service quality and compliance with local, state, and federal requirements. Because of these efforts, BHRS expects that a minimum of 90% of BHRS clients will register satisfaction with the services they receive in FY 2014-15.

Compliance, Quality Assurance and Administration staff provide employees and contractors with the necessary resources to carry out the BHRS Division's mission to provide high quality, evidence-based, cost-effective, and innovative mental health and substance use prevention, treatment and recovery services. Efficiencies in administrative processes as a result of LEAP process improvements are expected to improve timeliness of contract completion and billing. After participating in a series of LEAP events, the average days to submit a claim decreased from 108 to 29 days.

BHRS has successfully partnered with the Health Plan San Mateo (HPSM) to meet the challenges stemming from implementation of the Affordable Care Act beginning 1/1/2014. Through this partnership, BHRS is providing seamless access to care for Medi-Cal members across the entire spectrum of mental health care. The ACCESS Call Center has responded to an unprecedented increase in calls and requests for services, but increased staffing, revised workflows, and continuing work to expand treatment resources in the network of providers is helping to ensure prompt access to services.

In 2012, BHRS initiated a community planning process aimed at better integrating services and improving access to care. Six new Community Service Areas (CSAs) were designated. Five coincide with existing clinic service areas and a sixth eventually will be added in the San Bruno and South San Francisco area. Each of the CSAs has a robust advisory committee comprised of consumers, family members, and stakeholders to help ensure the responsiveness of BHRS services to community needs. For example, CSAs implemented same day access to services for adults with serious mental illness in the fall of 2013. Comparing the year before to the year after same day assistance, the percent of adults served within seven days of contacting the Call Center increased from 30% to 65%.

BHRS has launched several initiatives to improve communication and workflow throughout the organization. One initiative involves working with supervisors and clinicians to review key workflows in order to improve staff's ability to balance good clinical care with documentation requirements. In part, this effort will lead to improvements in the interface of staff with a patient's electronic health record.

By the end of FY 2016-17 the number of school based staff certified in Youth Mental Health First Aid (Measure A funded) will be increased by 50% or 700 individuals and the number of parents completing the Parenting Project (Measure A funded) will be increased by 50% or 75 individuals. In addition, BHRS will achieve a 90% successful clinical chart documentation rate. Lastly, BHRS will establish compliance policies and procedures required to implement the Drug Medi-Cal Organized Delivery System Waiver.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Customer satisfaction ratings of good or better	89%	89%	90%	90%	90%
Percent of outcome and efficiency goals and benchmarks met for BHRS	---	75%	75%	80%	80%
Percent of BHRS employees evaluations completed annually	---	23%	31%	50%	50%

Behavioral Health and Recovery Administration (6110P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	60.0	65.0	65.0	63.0	(2.0)	63.0	
Funded FTE	58.7	64.5	64.5	63.0	(1.5)	63.0	
 Total Requirements	 21,481,259	 16,060,397	 16,857,082	 20,868,416	 4,011,334	 21,179,773	 311,357
Total Sources	18,823,033	1,483,244	14,958,207	18,874,170	3,915,963	18,916,102	41,932
Net County Cost	2,658,226	14,577,153	1,898,875	1,994,246	95,371	2,263,671	269,425

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the mid-year transfer of two positions within BHRS to better align staffing and program services; distribution of automation service charges to other BHRS programs; increases in contracted managed care mental health services funded through capitated revenues received from the Health Plan of San Mateo; and adjustments to on-going Measure A, state and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
3,620,203	3,524,832	95,371	(2)

2. Expanded Measure A Services — Prevention and Early Intervention for Youth

Measure A funded Mental Health First Aid trainings have been provided to school personnel to assist in identifying persons in crisis and to offer support and connections to professional resources. Additional funds are requested to make training available for the anticipated demand. Parent Partner classes have been provided for parents with children at risk. The demand for classes had grown and the cost of child care for participants was underestimated. Additional funding is requested to cover these costs.

Total Requirements	Total Sources	Net County Cost	Positions
391,131	391,131	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
4,011,334	3,915,963	95,371	(2)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and adjustments to on-going Measure A, state and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
311,357	41,932	269,425	0

Mental Health Youth Services (6130P)

Program Locator

County

Health Services

Health System

Behavior Health and Recovery Services

▷ **Mental Health Youth Services**

Program Outcome Statement

Improve mental health for children, youth and their families

Program Results

Behavioral Health & Recovery Services (BHRS) for Child / Youth provides outreach, assessment, counseling, treatment, case management, medication, and assistance with managing care to seriously emotionally disturbed children, youth and families. In FY 2013-14, BHRS provided services to approximately 3,500 children and youth. Many children come to BHRS through the child welfare system due to abuse or neglect. Others come to BHRS through Juvenile Probation, as a mental illness or substance abuse has contributed to involvement with the criminal justice system. In FY 2013-14, BHRS also provided emergency and inpatient care for over 250 children and youth in crisis, and due to Measure A funding, the Youth to Adult Transition Team is now able to improve engagement and follow-up with youth in crisis by making face-to-face contact with youth coming to Psychiatric Emergency Services (PES). In FY 2014-15, BHRS expects to exceed a national Healthcare Effectiveness Data and Information Set (HEDIS) benchmark by providing an outpatient visit within 7 days of an inpatient stay to 80% of youth in crisis.

In partnership with schools, Child Welfare, and Probation, services help maintain severely emotionally disturbed youth at home and in school and promote safety and well-being. BHRS, Child Welfare, and Probation have substantially reduced the out-of-home placement rate over the last five years and successfully maintained high-risk youth in community settings; a less disruptive, more cost-effective solution than placement. When children need to be placed, it is important to ensure the placement is in the community close to family and supports. In FY 2014-15, the Program expects to see the second straight year recording a substantial reduction in the number of youth in out-of-County placements. BHRS implemented Full Service Partnerships in 2005 to serve high-risk youth with a broad array of services at home and in community settings. These services have helped prevent youth from being placed out-of-home, and when out-of-home placements have been necessary, these services have made it possible to return youth home sooner.

A change in state law in 2010 provides local school districts the option to significantly change the provision of mental health services for students in Special Education by selecting new providers. BHRS continues to provide mental health services for most districts' children in Special Education, and received more referrals and requests for school-based services in FY 2012-13 than the previous year. Additional collaborative efforts planned by the countywide Children and Youth System of Care (CYSOC) Committee and the School Safety Summit Task Force are focused on removing barriers to mental health services so that schools are safe and all emotionally disturbed children and youth receive access to the treatment they need to thrive. BHRS' school-based services team expect continued growth through FY 2015-16.

The statewide Katie A. court settlement requires more extensive mental health screening and assessment of children in the foster care system to shorten children's length of time in foster care and to decrease the number of children placed in multiple group homes. Starting in FY 2013-14 and continuing through FY 2016-17, this mandate will increase the number of children referred to BHRS for mental health assessments and services.

In 2015-16 BHRS will extend "Same Day Assistance" to children and youth in order to increase timely access to services and will open an outpatient clinic specific to children, youth and families in Redwood City. Measure A funded post-hospitalization case management support services will also be increased for children and youth discharged from Psychiatric Emergency Services, and an additional 120 children and youth will receive specialized trauma informed care. Timely access to care, either post hospitalization or request for services, is a predictor of a positive outcome to treatment.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Youth stay at home and in the community as measured by maintaining average monthly census of youth in group home placements < 50	---	24	40	40	40
Prompt response to children in crisis as measured by percent of youth clients who receive a follow-up visit within 7 days of an inpatient stay	---	77%	80%	80%	80%
Percent of new youth clients system-wide receiving prompt access to treatment as measured by receipt of second service within 14 days of their first service	66%	68%	68%	68%	68%

Mental Health Youth Services (6130P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	154.0	166.0	166.0	170.0	4.0	170.0	
Funded FTE	147.3	161.3	161.3	163.6	2.3	163.6	
 Total Requirements	 29,046,328	 31,313,525	 39,508,475	 40,399,526	 891,051	 41,614,131	 1,214,605
Total Sources	22,500,212	25,566,045	31,599,829	33,072,757	1,472,928	33,303,081	230,324
Net County Cost	6,546,116	5,747,480	7,908,646	7,326,769	(581,877)	8,311,050	984,281

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the mid-year transfer of 2 positions within BHRS to better align staffing and program services; increases in contracted provider services; and adjustments to on-going Measure A, state, and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
228,345	810,222	(581,877)	(2)

2. Addition of Clinical Staff for School Based Mental Health Services

Four Psychiatric Social Workers are being added to meet the clinical needs of students receiving school based mental health services, with funding provided by schools.

Total Requirements	Total Sources	Net County Cost	Positions
415,636	415,636	0	4

3. Expanded Measure A Services — Prevention and Early Intervention for Youth

One half-time Child Psychiatrist position is being added to provide medication support services for the Pre-to-Three program. One half-time Child Psychiatrist position is being added to provide medication support services for youth who are receiving case management services through the Youth to Adult Transition Team. Additional funding is added for contracted services with the County Office of Education for the coordination of mental health supports for students in county schools.

Total Requirements	Total Sources	Net County Cost	Positions
247,070	247,070	0	2

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
891,051	1,472,928	(581,877)	4

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increases in contracted provider services; and adjustments to on-going Measure A, state, and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
1,214,605	230,324	984,281	0

Mental Health Adult Services (6140P)

Program Locator

County

Health Services

Health System

Behavioral Health and Recovery Services

▷ **Adult and Older Adult Mental Health Adult Services**

Program Outcome Statement

Increase the percentage of consumers attaining wellness / recovery goals

Program Results

BHRS for Adults and Older Adults promotes recovery for individuals with mental health and substance use problems by offering outreach, assessment, treatment, linkage to healthcare services, case management, medication and medication support, supported employment, education and socialization. The program also works with consumer and family groups to support the development of self-help resources. Mental health and co-occurring substance use disorder services were provided to over 12,000 adults and older adults in FY 2013-14, 10% of whom were over the age of 64. Additionally, psychiatric emergency and inpatient services are provided for people in crisis, intensive case management, residential and supported housing alternatives are provided for the most vulnerable BHRS population, and coordinated services are provided to people discharged from jail. Services are co-located with primary care and are offered through specialty mental health teams for those who have greater needs. BHRS is involved in many programs to increase the integration of behavioral health and primary care health services. In FY 2013-14, over 1,200 adults were served by BHRS staff in SMMC primary care clinics, and in FY 2015-16 BHRS will station staff in the Emergency Department at SMMC to engage adults suffering from severe substance use problems.

BHRS for Adults and Older Adults promotes improved well-being and quality of life, and independent living in the community for adults who suffer from serious mental illness. Evidenced-based mental health services improve functioning and stability and avoid unnecessary hospitalization, arrests and other negative outcomes such as homelessness. The Mental Health Services Act funded Full Service Partnerships (FSP) have contributed to these results by providing 24 / 7 assistance to the most vulnerable BHRS clients. In FY 2014-15, it is expected that there will be a 63% reduction in hospital days for adult participants in FSPs. All programs serving adults and older adults focus on fostering healthy outcomes, reducing isolation and keeping clients engaged in meaningful activities and promoting safety and well-being. In FY 2014-15, it is expected that a minimum of 76% of clients surveyed will indicate some type of benefit from mental health services. BHRS has improved access to mental health services to adult consumers. In FY 2013-14, Adult Services expects to be close to achieving a national Healthcare Effectiveness Data and Information Set (HEDIS) benchmark by providing an outpatient visit within 7 days of an inpatient stay to 69% of BHRS adults in crisis.

The provision of services for clients on probation with Criminal Justice Realignment eligibility will continue to be provided through Service Connect. This collaborative program with the Human Services Agency and Probation works to reduce recidivism and maintain public safety by engaging with clients upon release from prison/jail and to assist in the successful integration into the community. To date, 75% of clients served by this program have been engaged in mental health and alcohol and substance use services.

In FY 2015-16 BHRS will open the Measure A funded Serenity House, a crisis residential program for adults. Serenity House will have a capacity of 10 beds with an expectation to serve a minimum of 200 unduplicated clients per year. In FY 2015-16 and through 2016-17 the contracted managed care network will be expanded to meet the demand for outpatient treatment resulting from the expanded coverage benefits to individuals with "mild/moderate" mental health

conditions. By the end of FY 2016-17, in partnership with the Mental Health Association BHRS will open up Waverly Apartments, a 15 unit permanent supportive housing facility in North Fair Oaks. In FY 2015-16, the "pilot" Psychiatric Emergency Response Team implementation phase will be completed and recommendations will be submitted for subsequent implementation plan. The "bridging" planning document for the replacement of the Cordilleras Mental Health Center will be completed in FY 2015-16, and Phase I construction will begin in FY 2016-17

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of clients stating they have benefited from services	76%	75%	76%	76%	76%
Percent of adults who attend a follow up visit with a clinical provider within 7 days of being discharged from a psychiatric hospital	69%	75%	69%	69%	69%
Percent of adults receiving Full Service Partnership services who experience a reduction in hospitalization services	63%	63%	63%	63%	63%

Mental Health Adult Services (6140P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	170.0	174.0	183.0	188.0	5.0	188.0	
Funded FTE	159.5	165.7	171.3	179.7	8.4	179.7	
 Total Requirements	68,993,377	70,305,780	76,974,555	88,068,463	11,093,908	89,434,797	1,366,334
Total Sources	58,616,820	71,809,772	63,277,806	71,971,836	8,694,030	72,276,836	305,000
Net County Cost	10,376,557	(1,503,992)	13,696,749	16,096,627	2,399,878	17,157,961	1,061,334

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the mid-year transfer of three positions within BHRS to better align staffing and program services; a full year of increases in contracted mental health and residential services funded through capitated revenues received from the Health Plan of San Mateo, which includes funding for the Medicated Assisted Therapy program to help those with substance abuse issues and expansion of mental health services under the Affordable Care Act; increases in costs and revenue for AB109 funded services; and adjustments to on-going Measure A, state, and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
10,618,729	8,218,851	2,399,878	3

2. Improve Client Placements in Residential Facilities

Two Psychiatric Social Workers are being added to oversee adult mental health clients in residential placements. The staff will ensure that placements are at the lowest appropriate level of care and will provide enhanced services to support successful placements.

Total Requirements	Total Sources	Net County Cost	Positions
475,179	475,179	0	2

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
11,093,908	8,694,030	2,399,878	5

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increases in contracted managed care mental health services funded through capitated revenues received from the Health Plan of San Mateo; and adjustments to on-going Measure A, state, and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
1,366,34	305,000	1,061,334	0

Alcohol and Other Drug Services (6170P)

Program Locator

County

Health Services

Health System

Behavioral Health and Recovery Services

▷ **Alcohol and Other Drug Services**

Program Outcome Statement

Prevent and treat substance use/abuse, and support clients' recovery

Program Results

As part of the Behavioral Health and Recovery Services Division (BHRS), Alcohol and Other Drug Services (AOD) oversees and coordinates substance use prevention, treatment, case management, and recovery services to individual clients and the clients families. In FY 2013-14, AOD provided treatment to over 2,600 individuals. Treatment services are provided by a network of 14 community-based providers who deliver outpatient, detoxification, day treatment, residential treatment, and narcotic replacement therapy under contract and oversight by AOD. AOD estimates that 70% of clients receiving care in FY 2014-15 will successfully complete treatment, a rate that is above the State average of 50.3%.

AOD ensures clients receive high quality services by promoting the use of evidence-based practices by all providers. AOD supports a "continuing care and support" model which reflects research that addiction is a chronic, relapsing disease. AOD staff ensures regulatory compliance, contract oversight and accountability, quality assurance, and best practice implementation. In addition, AOD works with providers to ensure easy access to care. In FY 2014-15, AOD expects that 70% of the individuals seeking methadone treatment will be seen within 24 hours of requesting the service.

To reduce the use, abuse, and impact of alcohol and drug related problems in the communities through coordinated prevention efforts, AOD supports community partnerships. Seven communities in San Mateo County have prevention partnerships aimed at reducing the impacts of alcohol and drug use. Prevention partnerships build community capacity and improve safety in neighborhoods, enhance social cohesion, foster prosperity, and reduce the stigma of substance abuse. These partnerships help to alert local communities to important developments in the ever-changing nature of addiction, such as PALCO (powdered alcohol).

Major initiatives in FY 2015-16 include implementation of Medication Assisted Treatment. This is a partnership between BHRS, the Health Plan of San Mateo, and San Mateo Medical Center to reduce the personal, social, and financial costs experienced by individuals suffering from severe alcohol use. BHRS will station staff in the Emergency Department of SMMC to help engage severely addicted adults in an innovative treatment that uses new developed medications to help reduce the craving to drink. In the next fiscal year, BHRS will continue to expand substance use treatment services to the newly eligible Medi-Cal population through the Affordable Care Act. The Program continues to work with providers and the State to ensure service delivery is consistent with the reimbursement model recently approved by the federal government.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of clients treated within 24 hours of making a request for methadone treatment	---	---	70%	70%	70%
Percent of participants in drug court who commit a new crime (data development)	---	---	---	---	---
Percent of clients successfully completing treatment (tested via urine test)	---	70%	70%	70%	70%

Alcohol and Other Drug Services (6170P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	24.0	23.0	40.0	41.0	1.0	41.0	
Funded FTE	22.5	22.0	33.3	40.0	6.7	40.0	
 Total Requirements	 16,769,518	 17,937,661	 20,918,752	 24,889,664	 3,970,912	 25,383,720	 494,056
Total Sources	11,533,204	12,435,673	14,902,860	18,429,924	3,527,064	18,458,924	29,000
Net County Cost	5,236,313	5,501,988	6,015,892	6,459,740	443,848	6,924,796	465,056

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the mid-year transfer of one position within BHRS to better align staffing and program services; an increase in Medication Assisted Treatment Services funded through capitated revenues received from the Health Plan of San Mateo; and adjustments to on-going Measure A, state, and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
3,970,912	3,527,064	443,848	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; an increase in Medication Assisted Treatment Services funded through capitated revenues received from the Health Plan of San Mateo; and adjustments to on-going Measure A, state, and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
494,058	29,000	465,058	0

Family Health Services (6240B)

Program Locator

County

Health Services

Health System

▷ **Family Health Services**

Program Outcome Statement

Improve the health of children, families and communities

Program Results

Family Health Services (FHS) improves the health of low-income children and helps to eliminate health disparities through early intervention. The kindergarten immunization rate for children in San Mateo County is expected to be 93.6%, exceeding the FY 2014-15 target. Immunizations against measles, diphtheria, whooping cough, tetanus, polio, mumps, rubella, chicken pox, flu, hepatitis and some causes of childhood meningitis, pneumonia and diarrhea are extremely effective at decreasing childhood illnesses and deaths.

Approximately 10% of women are depressed either during pregnancy or within the first year after giving birth. Antepartum depression can lead to problems for the child, from premature delivery to developmental delays. Postpartum depression has been linked to decreased social engagement, enhanced stress levels and fear reactivity in infants. Post-partum depression has been reported to disrupt caregiving activities including breastfeeding, sleep routines, well-child visits, vaccinations, and safety practices. In FY 2014-15 it is anticipated that 75% of mothers served will be screened and referred for support for depression; this surpasses the target of 65%.

Breastfeeding decreases the incidence of childhood illnesses and has been linked to cognitive gains. For the mother, breastfeeding reduces the risk of breast and ovarian cancer and helps her bond with her baby. Breastfeeding impacts the community by reducing healthcare costs and reducing waste related to bottles and formula. Eighty-one percent of newborns seen by the Women, Infants, and Children (WIC) program are breastfed. This rate is just under the goal of 82% developed by the U.S. Department of Health and Human Services as part of Healthy People 2020, and FHS aims to perform above this federal goal. FHS has identified two items impacting WIC's breastfeeding rates: 1) new staff require additional training and 2) hospitals are providing formula to mothers as they are being discharged. FHS is providing further training to new staff and increasing contact with birthing hospitals to educate mothers on the benefits of breastfeeding.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Kindergarten entrants with all required immunizations	---	90.8%	93.6%	90%	90%
Percent of mothers and expectant mothers served by Family Health who are screened for depression	53%	64%	75%	70%	70%
Percent of infants served by WIC who are breastfed (Healthy People 2020 benchmark of 82%)	84%	81%	81%	82%	82%

Family Health Services (6240B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	177.0	180.0	181.0	186.0	5.0	186.0	
Funded FTE	169.0	171.8	172.6	178.1	5.5	178.1	
 Total Requirements	 25,410,016	 26,912,155	 29,855,800	 33,026,136	 3,170,336	 34,245,737	 1,219,601
Total Sources	17,929,853	18,786,121	20,995,557	22,842,623	1,847,066	23,102,149	259,526
Net County Cost	7,480,164	8,126,034	8,860,243	10,183,513	1,323,270	11,143,588	960,075

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; elimination of one-time projects and equipment; increased reimbursements (Intrafund Transfers) from other divisions of the Health System and other departments; elimination of one-time Fund Balance; and adjustments to on-going Measure A, state, and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
1,592,244	268,974	1,323,270	0

2. Expanded Measure A Services — Prevention and Early Intervention for Youth

In FY 2013-14 the Women Infant and Children (WIC) program began a project to screen pregnant WIC clients during the second trimester to identify clients needing home visiting services. Family Health Services is expanding this project to screen all pregnant and postpartum women, provide them with relevant home visiting services, and provide outreach to other eligible clients. To perform these services, five Public Health Nurses, one Senior Public Health Nurse and supply and support costs are added. The project is partially funded through Medical Administrative Activities / Targeted Case Management revenue.

Total Requirements	Total Sources	Net County Cost	Positions
1,578,092	1,578,092	0	5

3. Transfer of Departmental Systems Analyst

One Departmental Systems Analyst position is transferred to Health Information Technology to provide a more coordinated and enhanced level of IT services to the small divisions. Cost for the position has been included in the Health IT charges and this action increases the charges for those costs. There is no impact to Net County Cost as a result of this transfer.

Total Requirements	Total Sources	Net County Cost	Positions
(166,836)	0	(166,836)	(1)
166,836	0	166,836	0

Total FY 2015-16 Program Funding Adjustments

Total Requirements	Total Sources	Net County Cost	Positions
3,170,336	1,847,066	1,323,270	5

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; elimination of one-time projects and equipment; increased reimbursements (Intrafund Transfers) from other divisions of the Health System and other departments; and adjustments to on-going Measure A, state, and federal revenues

Total Requirements	Total Sources	Net County Cost	Positions
1,219,601	259,526	960,075	0

Family Health Services (6240B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		44,116	623,193	1,300,662	677,469	1,400,595	99,933
Intergovernmental Revenues	12,349,888	14,144,928	14,374,105	14,593,614	219,509	14,724,370	130,756
Charges for Services	3,238,986	3,197,934	4,512,546	5,704,898	1,192,352	5,707,310	2,412
Interfund Revenue		2,000					
Miscellaneous Revenue	728,144	725,740	793,555	722,963	(70,592)	749,388	26,425
Total Revenue	16,317,019	18,114,719	20,303,399	22,322,137	2,018,738	22,581,663	259,526
Fund Balance	1,612,834	671,402	692,158	520,486	(171,672)	520,486	
TOTAL SOURCES	17,929,853	18,786,121	20,995,557	22,842,623	1,847,066	23,102,149	259,526
REQUIREMENTS							
Salaries and Benefits	20,673,711	22,259,352	24,845,045	27,842,155	2,997,110	29,096,289	1,254,134
Services and Supplies	3,135,612	2,976,840	3,614,999	3,801,158	186,159	3,937,530	136,372
Other Charges	1,674,607	2,047,324	2,205,087	2,332,970	127,883	2,236,631	(96,339)
Fixed Assets			105,735		(105,735)		
Other Financing Uses		2,554	2,600	2,577	(23)	2,642	65
Gross Appropriations	25,483,931	27,286,071	30,773,466	33,978,860	3,205,394	35,273,092	1,294,232
Intrafund Transfers	(743,554)	(894,402)	(1,438,152)	(1,473,210)	(35,058)	(1,547,841)	(74,631)
Net Appropriations	24,740,377	26,391,669	29,335,314	32,505,650	3,170,336	33,725,251	1,219,601
Contingencies/Dept Reserves	669,639	520,486	520,486	520,486		520,486	
TOTAL REQUIREMENTS	25,410,016	26,912,155	29,855,800	33,026,136	3,170,336	34,245,737	1,219,601
NET COUNTY COST	7,480,164	8,126,034	8,860,243	10,183,513	1,323,270	11,143,588	960,075
AUTHORIZED POSITIONS							
Salary Resolution	177.0	180.0	181.0	186.0	5.0	186.0	
Funded FTE	169.0	171.8	172.6	178.1	5.5	178.1	

Correctional Health Services (6300B)

Program Locator

County

Health Services

Health System

▷ **Correctional Health Services**

Program Outcome Statement

Improve the health of children and adults in custody

Program Results

Correctional Health Services (CHS) provides comprehensive and timely physical health, mental health, and substance use disorder treatment services as well as quality meals and nutrition services to the incarcerated youth and adults of San Mateo County.

Each year, CHS provides approximately 20,000 medical screenings to adults and youths in custody. It is expected that 98% of adult offenders and 100% of juvenile offenders will receive timely histories and physicals, in compliance with Corrections regulations. CHS will continue to work towards 100% compliance by reviewing the system for flagging new inmates needing physicals.

CHS attempts to minimize the number of days inmates are sent to outside medical facilities for medical and psychiatric services. While CHS physicians and nurses are able to treat a majority of inmate medical issues within correctional facilities, inmates needing a higher level of care, such as surgery or emergency services, are sent to outside hospitals. Similarly, most mental health care is provided by CHS staff within the correctional facilities, however, the most severely mentally ill inmates require care at an outside inpatient correctional psychiatric facility. CHS contracts with Santa Clara County to provide psychiatric beds. It is anticipated that 850 medical and psychiatric hospital days will be needed in FY 15-16 and FY 16-17. Approximately 40% of the inmates needing inpatient psychiatric care have been found not competent to stand trial and are waiting for adjudication or for a bed to become available in a state mental health hospital.

CHS aims to provide the best possible care at the lowest price. CHS anticipates the cost per inmate booked per day for medical and health services to be \$1.94 for FY 14-15. Actual costs for FY 13-14 were \$1.67 due to staff vacancies and other savings. It is anticipated the cost will be \$2.55 in FY 15-16 and \$2.63 in FY 16-17, due to salary and benefit increases and a decreased number of inmate bookings due to Proposition 47, which converted many felony drug charges to misdemeanors.

Over the next two years, CHS will focus on updating technology to replace outdated systems. CHS recently replaced an obsolete x-ray machine with a digital system. CHS also hopes to convert to an Electronic Health Record to replace paper charting. Other technology CHS is exploring includes portable ultrasound machines and expanding telemedicine to reduce transport to outside facilities for medical services.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of inmate medical and psychiatric inpatient hospital days	632	741	852	850	850
Average cost per inmate booked per day for medical and health services ¹	---	\$1.67	\$1.90	\$2.55	\$2.63
Percent of offenders receiving timely histories and physicals: Juveniles (within 96 hours of incarceration)	100%	100%	100%	100%	100%
Percent of offenders receiving timely histories and physicals: Adults (by 14th day of incarceration)	100%	92%	98%	98%	98%

¹Cost per inmate based on estimated number of bookings due to Proposition 47. Actual bookings may vary, changing the actual cost per inmate.

Correctional Health Services (6300B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	88.0	90.0	91.0	91.0		91.0	
Funded FTE	84.1	86.0	87.4	87.7	0.4	87.7	
 Total Requirements	 9,235,329	 10,198,741	 11,668,669	 12,538,970	 870,301	 12,922,291	 383,321
Total Sources	2,550,576	2,662,079	3,194,001	2,905,584	(288,417)	2,912,905	7,321
Net County Cost	6,684,753	7,536,662	8,474,668	9,633,386	1,158,718	10,009,386	376,000

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; elimination of one-time Fund Balance; adjustments to contracts; adjustments to medical supplies, drugs and pharmaceuticals, food, and other accounts; adjustments to Realignment, on-going Measure A, and other revenues; and increased reimbursements (Intrafund Transfers) for Correctional Food Services cost increases.

Total Requirements	Total Sources	Net County Cost	Positions
870,301	(288,417)	1,158,718	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; adjustments to contracts; adjustments to medical supplies, drugs and pharmaceuticals, food, and other accounts; adjustments to Realignment, on-going Measure A, and other revenues; and increased reimbursements (Intrafund Transfers) for Correctional Food Services cost increases.

Total Requirements	Total Sources	Net County Cost	Positions
383,321	7,321	376,000	0

Correctional Health Services (6300B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes			188,093	113,985	(74,108)	118,790	4,805
Intergovernmental Revenues	1,199,651	1,363,270	2,219,913	2,200,542	(19,371)	2,203,058	2,516
Charges for Services	2,944	2,968	2,700	2,700		2,700	
Interfund Revenue	340,444	340,444	340,444	340,444		340,444	
Miscellaneous Revenue	90,366	90,670	24,162	74,200	50,038	74,200	
Total Revenue	1,633,405	1,797,352	2,775,312	2,731,871	(43,441)	2,739,192	7,321
Fund Balance	917,171	864,727	418,689	173,713	(244,976)	173,713	
TOTAL SOURCES	2,550,576	2,662,079	3,194,001	2,905,584	(288,417)	2,912,905	7,321
REQUIREMENTS							
Salaries and Benefits	11,808,611	12,105,801	13,468,135	14,034,917	566,782	14,628,571	593,654
Services and Supplies	4,455,109	5,305,000	5,393,607	6,056,401	662,794	6,033,044	(23,357)
Other Charges	477,470	609,981	620,768	722,292	101,524	722,703	411
Fixed Assets			229,518	26,500	(203,018)		(26,500)
Gross Appropriations	16,741,190	18,020,781	19,712,028	20,840,110	1,128,082	21,384,318	544,208
Intrafund Transfers	(7,737,480)	(7,995,753)	(8,217,072)	(8,474,853)	(257,781)	(8,635,740)	(160,887)
Net Appropriations	9,003,711	10,025,028	11,494,956	12,365,257	870,301	12,748,578	383,321
Contingencies/Dept Reserves	231,618	173,713	173,713	173,713		173,713	
TOTAL REQUIREMENTS	9,235,329	10,198,741	11,668,669	12,538,970	870,301	12,922,291	383,321
NET COUNTY COST	6,684,753	7,536,662	8,474,668	9,633,386	1,158,718	10,009,386	376,000
AUTHORIZED POSITIONS							
Salary Resolution	88.0	90.0	91.0	91.0		91.0	
Funded FTE	84.1	86.0	87.4	87.7	0.4	87.7	

San Mateo Medical Center (6600B)

Program Locator

County

Health Services

Health System

▷ **San Mateo Medical Center**

Program Outcome Statement

Open doors to excellence in healthcare

Program Results

San Mateo Medical Center (SMMC) is a 509-bed public hospital and clinic system accredited by the Joint Commission. The Medical Center operates outpatient clinics throughout San Mateo County, an acute care hospital, and a skilled nursing facility.

More specifically, the Medical Center provides inpatient and outpatient medical care including Intensive Care, Surgery, Emergency Care, Infusion, Respiratory Therapy, and Domestic Violence Intervention.

The Medical Center also provides Diagnostic Imaging (e.g., x-rays, MRIs, mammograms, EEG/EKG procedures), Rehabilitation, and Laboratory and Pharmacy services. SMMC has 64 Medical-Surgical beds, seven Intensive Care Unit beds, three Operating Rooms, and 15 Emergency Room beds at the Medical Center, providing care to 3,100 patients (12,000 inpatient days) annually with an average length of stay of 3.9 days each year. The Medical Center also provides 41,000 emergency visits and 2,600 hours of infusion procedures each year.

The Medical Center operates ten clinics throughout the County that provide primary healthcare and preventive services. Included in the 10 clinics is the clinic in Pescadero that opened in March 2014 through Measure A funding. Through these clinics, 59,000 unique patients are treated for a total of 242,000 clinic visits, including 59,000 pediatric visits, 22,000 OB/GYN visits, 14,000 senior care visits, and 17,000 dental visits.

The Medical Center also provides emergency psychiatric evaluation and crisis stabilization to mentally ill patients who come in voluntarily or involuntarily. For those patients who are very ill and need extended treatment, the program provides inpatient psychiatric treatment in a locked inpatient acute psychiatric unit. Other patients receive consultations by psychiatrists and psychologists at the medical wards, in long term care or through the Innovative Care Clinic. The Medical Center will provide 3,600 psychiatric evaluations in the psychiatric emergency unit, and care for 600 patients on the inpatient psychiatric unit for a total of 8,700 inpatient psychiatric days each year.

For patients who have skilled nursing needs and require rehabilitative services in order to transition from acute care to the community, the Medical Center provides skilled nursing services and rehabilitation on a 24/7 basis. The Medical Center provides skilled rehabilitation, creative arts and recreation therapy, skilled nursing, end-of-life care, hospice care, maintenance and restorative nursing, wound care, and intravenous therapy.

SMMC has made significant progress in improving the number of its publicly reported quality measures that are as good as or better than 90% of all other hospitals. Over the last few years, the number of publicly reported measures has continually increased. This accomplishment was especially difficult to achieve since the thresholds for being in the top 10% continually increase as all other hospitals compete to improve quality. Due to the increasing number and difficulty of the measures, the Medical Center is setting FY 2015-16 and FY 2016-17 targets for the publicly reported quality measures scoring in the 90th percentile the same as the FY 2014-15 estimate or slightly lower.

San Mateo Medical Center will meet all regulatory requirements, come in on budget, and provide efficient, effective and high quality care, with an excellent experience. The focus of the Medical Center will be to execute on the 2015 – 2020 Pillar Goals by annually setting strategic initiatives to deliver patient-centric care. SMMC will successfully execute the Pillar Goals by using LEAP as the performance improvement philosophy and tool kit.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Publicly reported quality measures scoring in the 90th percentile	76%	33%	50%	45%	50%
Cost per patient per month	\$269	\$294	\$299	\$336	\$346
Number of patients on wait list for primary care appointment	2,150	613	500	0	0

San Mateo Medical Center (6600B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	979.0	997.0	1,013.0	1,029.0	16.0	1,029.0	
Funded FTE	908.7	925.4	932.3	955.9	23.6	955.9	
Total Requirements	255,114,283	262,724,387	285,303,849	297,694,098	12,390,249	302,690,934	4,996,836
Total Sources	255,114,283	262,724,387	285,303,849	297,694,098	12,390,249	302,690,934	4,996,836

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit costs increases; internal service charge increases, including County facility rent and Core IT; increase in contract providers; improved patient revenue collection rate; an increase in Inter-governmental Revenue; and the alignment of staff to programmatic needs.

Total Requirements	Total Sources	Net County Cost	Positions
10,046,000	9,206,666	839,334	0

2. Transition of LEAP Institute to Health Administration

The LEAP Institute will be transferred to Health Administration to facilitate the expansion of the program Health System-wide. Two filled Leap Implementation Coordinator position, two filled Health Services Manager positions, and one filled Program Coordinator position will be transferred.

Total Requirements	Total Sources	Net County Cost	Positions
(839,334)	0	(839,334)	(5)

3. Increase Staffing for Medical Surgical Volume

Seven Medical Surgical Nurses and three Medical Services Assistant II positions will be added to address the increased volume of services and meet nursing staffing ratios ensuring timely discharges and admissions.

Total Requirements	Total Sources	Net County Cost	Positions
1,567,062	1,567,062	0	10

4. Increase Staffing for Acute Psychiatric and Psychiatric Emergency Services Volume

Due to the increased volumes of service caused by challenges placing patients in the community, five Psychiatric Nurse positions will be added. The addition of these positions will help to shorten delays for patients in Psychiatric Emergency Services waiting to be admitted to the acute psychiatric unit.

Total Requirements	Total Sources	Net County Cost	Positions
830,068	830,068	0	5

5. Staffing Improvements in the County Clinics

In order to support the expansion of ambulatory services in North County, one Charge Nurse and one Pharmacist are being added to the Daly City clinic. Additionally, two Patient Services Assistant IIs in Fair Oaks, one Patient Services Assistant II and one Patient Services Supervisor in Surgical Specialty are being added to support newly recruited providers. The addition of these positions more closely aligns the clinic staffing with the number of patients served.

Total Requirements	Total Sources	Net County Cost	Positions
786,453	786,453	0	6

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
12,390,249	12,390,249	0	16

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit costs increases; internal service charge increases, including County facility rent and Core IT; and an increase in patient revenue.

Total Requirements	Total Sources	Net County Cost	Positions
4,996,835	4,996,835	0	0

Contributions to Medical Center (5850B)

Program Locator

County

Health Services

Health System

▷ **Contributions to the Medical Center**

Program Outcome Statement

Improve health for uninsured, low-income residents

Program Results

The County contribution to the Medical Center (SMMC) supports mandated medical services under Section 17000 of the California Welfare and Institutions Code, which requires the County to provide medical care services to indigent residents.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of publicly reported quality measures scoring in the 90 th percentile.	76%	33%	50%	45%	50%
Cost per patient per month	\$296	\$311	\$277	\$287	\$277
Percentage of eligible patients (seen at least twice in a clinic within a year) who are assigned to a Primary Care Provider	97%	97%	97%	98%	98%

Contributions to Medical Center (5850B)

Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	77,570,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
Total Sources	16,246,123	15,545,182	5,612,056	5,612,056		5,612,056	
Net County Cost	61,324,053	46,972,311	57,456,209	53,256,026	(4,200,183)	53,256,026	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

The contribution to the Medical Center has been reduced, anticipating additional revenue as a result of the Affordable Care Act.

Total Requirements	Total Sources	Net County Cost	Positions
(4,200,183)	0	(4,200,183)	0

FY 2016-17 Program Funding Adjustments

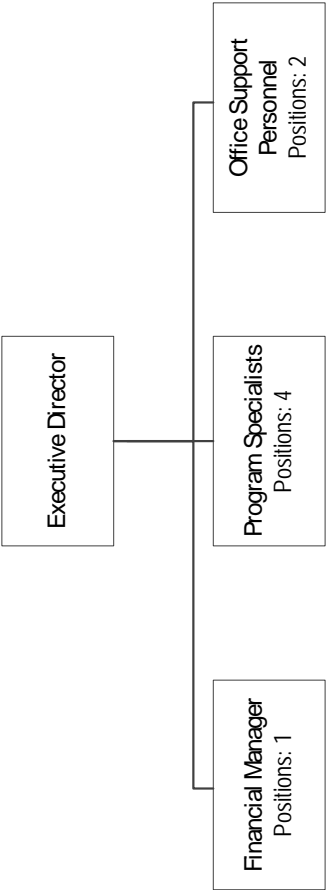
No change.

Contributions to Medical Center (5850B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	10,634,067	6,695,083					
Miscellaneous Revenue	5,612,056	8,850,099	5,612,056	5,612,056		5,612,056	
TOTAL SOURCES	16,246,123	15,545,182	5,612,056	5,612,056		5,612,056	
REQUIREMENTS							
Other Financing Uses	77,652,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
Gross Appropriations	77,652,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
Intrafund Transfers	(82,000)						
TOTAL REQUIREMENTS	77,570,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
NET COUNTY COST	61,324,053	46,972,311	57,456,209	53,256,026	(4,200,183)	53,256,026	

FIRST 5 SAN MATEO COUNTY



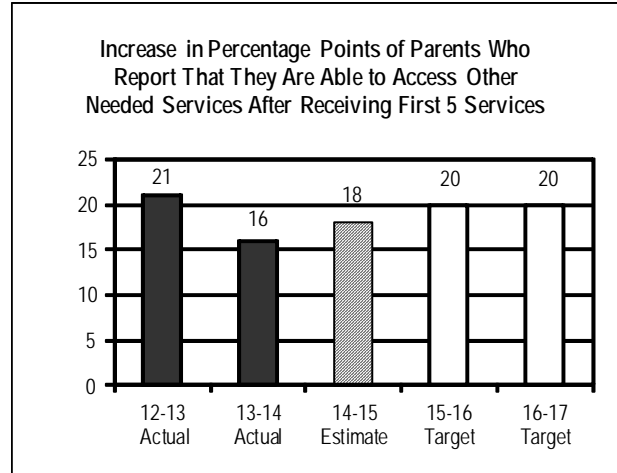
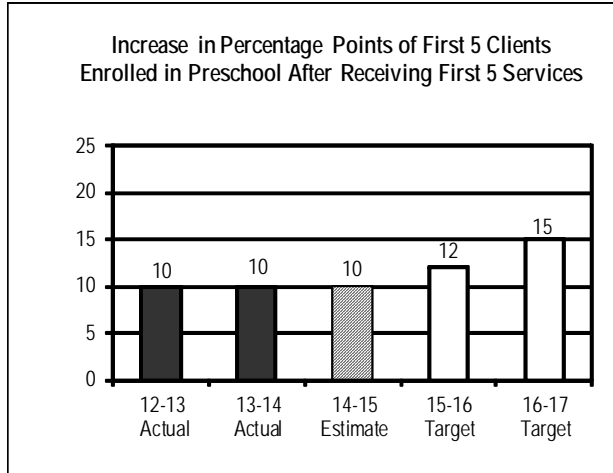
Department Locator

County

Health Services

▷ **First 5 San Mateo County**

Key Performance Measures



Department Mission Statement

First 5 San Mateo County promotes positive outcomes for young children and their families through strategic investments, community leadership, and effective partnerships.

Overview

The foundations for physical, emotional, cognitive, and behavioral health are laid during the first years of life. Children develop these capacities through interactions with responsive and loving caregivers in safe and engaging environments. Stable, nurturing relationships build children's brains in ways that foster healthy emotional expression, social interactions, and impulse control. First 5 San Mateo County programs and activities foster the optimal development of children ages zero through five by investing in health, early learning, family engagement, and systems-building efforts. First 5 contributes to the County goal of third grade reading proficiency by supporting high-quality early childhood education and other strategies to increase school readiness. The First 5 San Mateo County Commission, appointed by the Board of Supervisors, adopts the budget, creates the strategic plan, and provides oversight for First 5.

First 5 receives funding from Proposition 10, the California Children and Families Act, which added a tax on all tobacco products in order to create a system of services to support early childhood development. In recent years, First 5 San Mateo County, along with many other First 5 Commissions in the state, has been faced with the issue of declining revenues, as Proposition 10 funds are decreasing due to declines in tobacco use.

In addition to Proposition 10 revenue, First 5 has also been utilizing Reserves to fund programs. In recent years, First 5 has expended over \$2 million per year in Reserves. As spending down Reserves to fund programs is not sustainable, the Commission determined that a change in expenditure level was necessary in order to align expenditures with revenue. In 2014, the Commission approved a new strategic plan for the period of 2015-2020 with reductions across First 5, including programs and administrative costs. In order to bring expenditures in line with revenue, First 5 is planning to reduce overall expenditures by approximately 35% over the next five years, and will direct resources increasingly towards community partnerships, policy development, and leadership on issues related

to young children. Declining revenues require the Commission to scale back its financial support for programs that directly serve children and families. The strategic plan includes a combination of focused financial investments and systems-level work that will work together to achieve positive outcomes.

Program Results

First 5 provides services to low income children in need of medical care, families at risk, children with special needs, parents and service providers. During FY 2013-14, First 5's programs served 31,216 clients, including children, parents, and providers of services to young children.

The First 5 2015-2020 Strategic Plan has identified three core focus areas.

- **Early Learning:** Early learning settings play a critical role in nurturing children's social, emotional, and cognitive development and are an essential component of any strategy to promote school readiness and success in all aspects of life. First 5 aims to improve the quality of early learning environments, help ensure that early learning programs are able to include children with special needs, increase the availability of child care for infants and toddlers, and improve parents' and community-members' understanding of the importance of high quality early learning experiences for children.
- **Child Health & Development:** Adequate medical care for pregnant women and children and early treatment of special needs are critical to the long-term wellbeing of children. First 5 aims to ensure that all children have access to and are able to use appropriate health care services, including well-child visits, oral health care, mental and behavioral health, and developmental screenings and assessments.
- **Family Engagement:** Secure, stable, and supportive relationships with caring adults significantly contribute to a child's healthy brain development. First 5 aims to provide intensive support for families experiencing multiple challenges, partner with parents to help children develop to the maximum potential, and ensure that service providers understand the importance of the parent-child relationship.

First 5 San Mateo County (1950B)
First 5 Fund (Information Only)

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	178,420	179,900	133,241	108,668	(24,573)	94,047	(14,621)
Intergovernmental Revenues	6,585,479	5,869,076	6,278,102	5,789,585	(488,517)	5,558,002	(231,583)
Miscellaneous Revenue	180,657	816,221	431,030	185,000	(246,030)		(185,000)
Total Revenue	6,944,556	6,865,197	6,842,373	6,083,253	(759,120)	5,652,049	(431,204)
Fund Balance	24,496,677	22,226,981	19,792,059	15,760,600	(4,031,459)	13,641,432	(2,119,168)
TOTAL SOURCES	31,441,233	29,092,178	26,634,432	21,843,853	(4,790,579)	19,293,481	(2,550,372)
REQUIREMENTS							
Salaries and Benefits	998,125	1,009,658	1,088,945	1,215,977	127,032	1,295,562	79,585
Services and Supplies	822,898	125,137	137,612	104,060	(33,552)	92,060	(12,000)
Other Charges	7,850,569	8,165,324	9,647,275	6,882,384	(2,764,891)	7,452,384	570,000
Net Appropriations	9,671,592	9,300,119	10,873,832	8,202,421	(2,671,411)	8,840,006	637,585
Non-General Fund Reserves	21,769,641	19,792,059	15,760,600	13,641,432	(2,119,168)	10,453,475	(3,187,957)
TOTAL REQUIREMENTS	31,441,233	29,092,178	26,634,432	21,843,853	(4,790,579)	19,293,481	(2,550,372)
AUTHORIZED POSITIONS							
Salary Resolution	10.0	8.0	8.0	8.0		8.0	
Funded FTE	9.6	8.0	8.0	7.5	(0.5)	7.5	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$4,790,579 or 18% from the FY 2014-15 Revised Budget to the FY 2015-16 Recommended Budget due to the following changes:

Use of Money and Property

There is a net decrease of \$24,573 in interest payments from the County Interest Allocation Pool as a result of declining Ending Fund Balance.

Intergovernmental Revenues

There is a net decrease of \$488,517 due to the declining Tobacco Tax Revenue per the revenue projections of First 5 California Department of Finance.

Miscellaneous Revenue

There is a net decrease of \$246,030 due to the end of the Lehman Brothers final settlements.

Fund Balance

There is a net decrease of \$4,031,459 or 20.4% due to the declining Tobacco Tax revenue stream and high community investments and strategic initiatives per the First 5 Long-Term Financial Plan

TOTAL REQUIREMENTS

Total Requirements decreased by \$4,790,579 or 18% from the FY 2014-15 Revised Budget to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$127,032 as a result of recent negotiated changes and additional extra help resources to carry out the new strategic plan.

Services and Supplies

There is a net decrease of \$33,552 in this expenditure category due to the implementation of the spending reduction targets per the First 5 Long-Term Financial Plan. Major contributions to this decrease are decreases in Outside Printing and County Memberships.

Other Charges

There is a net decrease of \$2,764,891 in this expenditure category due to decreases in Community Investments, the Strategic Development Fund, and Evaluation. These decreases are partially offset by increases in Communication, System Changes, Policy Advocacy, ISD Services and Other Professional Services.

Contingencies/Departmental Reserves

There is a net decrease of \$2,119,168 due to the declining Tobacco Tax revenue stream and high community investments. The balance in Reserves represents 166% of Net Appropriations, which exceeds the County 2% Reserves policy by \$13,477,383. The First 5 Commission's policy is to have a reserve of 6 months of administrative operating expenses and \$1,000,000 set aside for pension liability.

NET COUNTY COST

First 5 has no Net County Cost.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$2,550,372 or 11.6% from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget due to the following changes:

Use of Money and Property

There is a net decrease of \$14,621 in interest payments from the County Interest Allocation Pool as a result of declining Ending Fund Balance.

Intergovernmental Revenues

There is a net decrease of \$231,583 due to the declining Tobacco Tax revenue per the revenue projections of the First 5 California Department of Finance.

Miscellaneous Revenue

There is a net decrease of \$185,000 due to the Race to the Top grant ending in June 2016.

Fund Balance

There is a net decrease of \$2,119,168 due to the declining Tobacco Tax revenue stream and high community investments and strategic initiatives per the First 5 Long-Term Financial Plan.

TOTAL REQUIREMENTS

Total Requirements decreased by \$2,550,372 or 11.6% from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$79,585 due to the implementation of negotiated changes and additional extra help resources to carry out the new strategic plan.

Services and Supplies

There is a net decrease of \$12,000 due to a decrease in Computer Supplies due to one-time IT equipment purchases.

Other Charges

There is a net increase of \$570,000 due to increases in Lease and Rental Charges and Community Investments, partially offset by a decrease in Communication, System Changes, and Policy Advocacy and the end of the Race to the Top grant.

Contingencies/Departmental Reserves

There is a net decrease of \$3,187,957 due to the declining Tobacco Tax revenue stream and high community investments. The balance in Reserves represents 118% of Net Appropriations, which exceeds the County 2% Reserves policy by \$10,276,674. The First 5 Commission's policy is to have a reserve of 6 months of administrative operating expenses and \$1,000,000 set aside for pension liability.

NET COUNTY COST

First 5 has no Net County Cost.

First 5 San Mateo County (1950B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	10.0	8.0	8.0	8.0		8.0	
Funded FTE	9.6	8.0	8.0	7.5	(0.5)	7.5	
 Total Requirements	 31,441,233	 29,092,178	 26,634,432	 21,843,853	 (4,790,579)	 19,293,481	 (2,550,372)
Total Sources	31,441,233	29,092,178	26,634,432	21,843,853	(4,790,579)	19,293,481	(2,550,372)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
35,164	(24,573)	59,737	0

2. Reduction in Program Administrative Costs to Align Expenditures with Revenue

Due to declining Tobacco Tax Revenue and the decision to reduce the use of Reserves to fund programs and administration, the Commission's recently approved strategic plan for 2015-2020 includes cost reductions across all expenditures, including programs and administrative costs. In order to bring expenditures in line with revenue, First 5 is planning to reduce overall community investment by approximately 35% over the next five years.

Total Requirements	Total Sources	Net County Cost	Positions
(4,825,743)	(4,766,006)	(59,737)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(4,790,579)	(4,790,579)	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
41,425	(14,621)	56,046	0

2. Reduction in Program Administrative Costs to Align Expenditures with Revenue

Per the First 5 strategic plan, cost reductions are continued across all Appropriations, including programs and administrative costs.

Total Requirements	Total Sources	Net County Cost	Positions
(2,591,797)	(2,535,751)	(56,046)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(2,550,372)	(2,550,372)	0	0

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SOCIAL SERVICES

COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and
Program Summaries

Glossary of Budget Terms



SAN MATEO COUNTY MISSION

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:

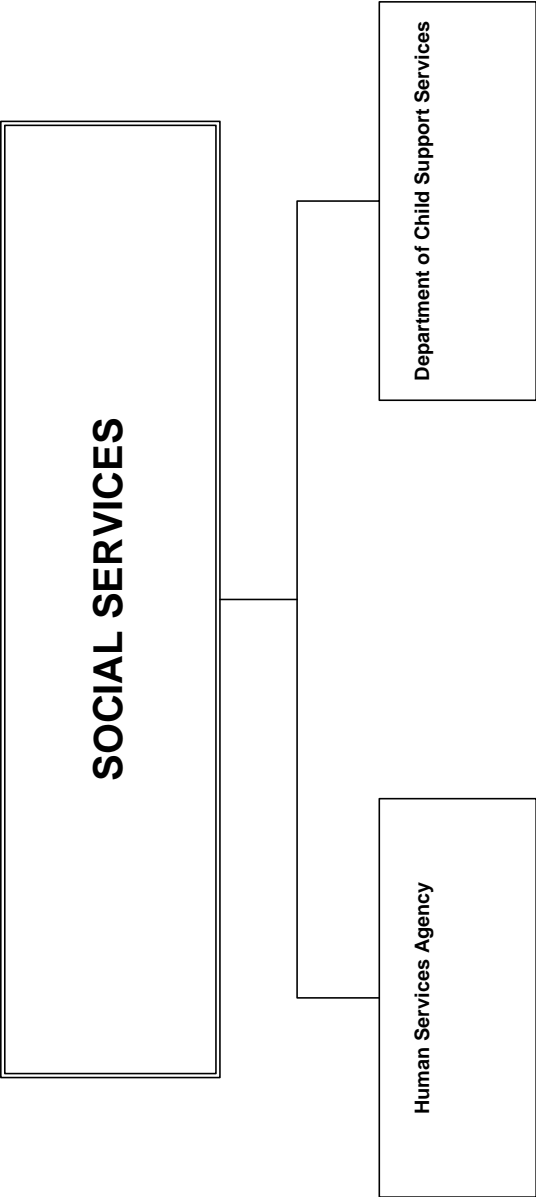
The highest standards
of public service

A common vision
of responsiveness

The highest standards
of ethical conduct

Treating people with respect
and dignity

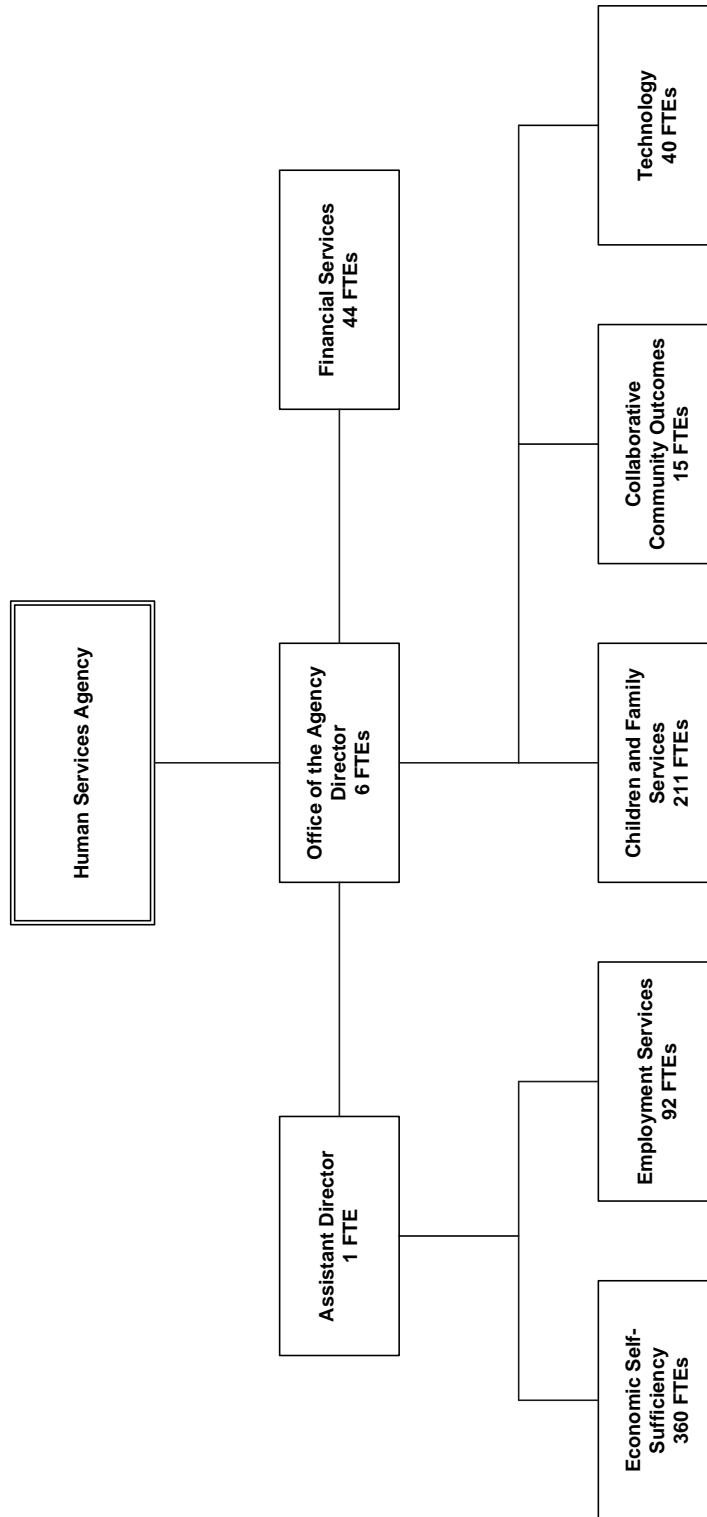




Social Services FY 2015-16 and 2016-17 All Funds Summary

Total Requirements	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
General Fund Budgets							
Human Services Agency	159,252,285	175,409,665	207,632,861	218,570,872	10,938,011	218,957,308	386,436
Department of Child Support Services	10,737,954	10,756,102	11,620,913	11,522,123	(98,790)	11,778,846	256,723
Total General Fund	169,990,239	186,165,768	219,253,774	230,092,995	10,839,221	230,736,154	643,159
Total Requirements	169,990,239	186,165,768	219,253,774	230,092,995	10,839,221	230,736,154	643,159
Total Sources	141,113,679	156,774,842	179,584,904	188,275,757	8,690,853	185,835,426	(2,440,331)
Net County Cost	28,876,560	29,390,925	39,668,870	41,817,238	2,148,368	44,900,728	3,083,490
AUTHORIZED POSITIONS							
Salary Resolution	829.0	856.0	850.0	849.0	(1.0)	848.0	(1.0)
Funded FTE	808.4	855.5	846.4	848.6	2.2	847.6	(1.0)

**HUMAN SERVICES AGENCY
FY 2015-16**



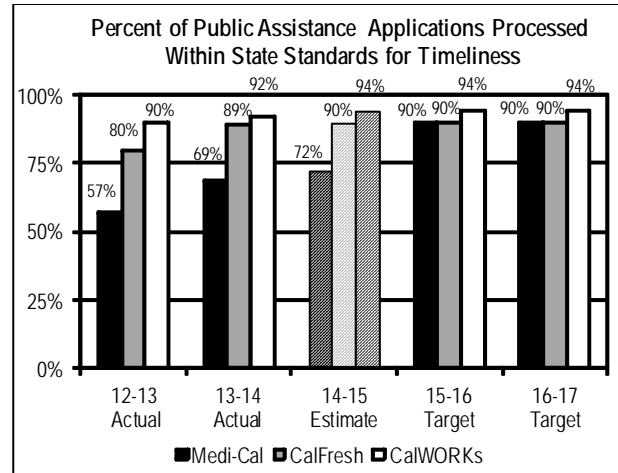
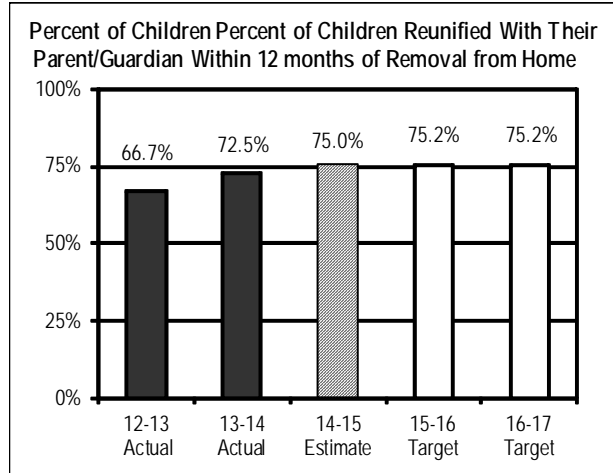
Department Locator

County

Social Services

▷ **Human Services Agency**

Key Performance Measures



Mission Statement

The San Mateo County 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.

Overview

The Human Services Agency is responsible for providing social services to all eligible residents in San Mateo County, including the major programs highlighted below from each division.

- **Economic Self-Sufficiency:** HSA conducts eligibility determination for state, local and federal programs, including health coverage under Medi-Cal, food assistance benefits including CalFresh, and temporary financial assistance for low-income families (CalWORKs) and individuals (General Assistance and Cash Assistance Program for Immigrants).
- **Children and Family Services:** HSA's Child Protective Services unit conducts investigations; provides case management and temporary and permanent placements; provides foster care-related services including home studies, licensing, and support for non-minor dependent youth age 18-21 through AB 12; operates the Receiving Home, Family Resources Centers, Independent Living Programs; and partners with community-based organizations to provide early intervention services.
- **Employment Services:** The CalWORKs Employment and Supportive Services unit provides low-income families with job search assistance, interview and job skills preparation, referrals to subsidized employment, vocational training, and adult education. Vocational Rehabilitation Services (VRS) serves County residents with disabilities and other barriers to employment, creating pathways towards self-sufficiency through vocational counseling and assessment, case management, job training and job placement.
- **Collaborative Community Outcomes:** Collaborative Community Outcomes works with community-based partners such as the Core Service Agencies, and Agency programs such as the Center on Homelessness, the Children's Fund, and the Fatherhood Collaborative. Community collaborations allow the Agency to provide effective and

targeted services and support, including veterans services, re-entry support to the formerly incarcerated, safety net services (emergency shelter, food, information and referrals), and domestic violence prevention.

Major Accomplishments in FY 2013-14 and FY 2014-15

- The Agency implemented various strategies which led to the improvement of its Work Participation Rate, from low single digit to near the federal mandate of 50%. The Agency also successfully negotiated the expansion of the employment agreement with South Bay Recycling to provide additional employment opportunities for SMC Works clients.
- The Agency implemented the first two seasons of Open Enrollment for health insurance coverage under the Affordable Care Act. The 2013-14 enrollments resulted in insuring 51,000 of the 81,000 uninsured residents in San Mateo County, via Medi-Cal and private health plans offered through Covered California. By the end of the 2014-15 enrollment period, approximately 91% of San Mateo County residents were insured.
- In January 2015, HSA participated in the bi-annual Homeless Census. Results show a 40% reduction in the number of unsheltered individuals countywide, compared to 2013 counts, including zero unsheltered families with children.
- The Agency conducted an assessment of veterans' needs in San Mateo County, culminating in a renewed understanding of the current veteran population and their needs. The Study involved a steering committee of 29 representatives from organizations serving veterans, community stakeholders, community-based organizations and local and federal agencies. HSA will also be launching a Veterans ID Card program that allows easier access to local discounts, services and programs.

Challenges, Initiatives and Trends for FY 2015-16 and FY 2016-17

This summer, the Agency will complete the first phase of the five-year strategic plan, which will align HSA's work with the County's goals, create a clear line of sight across its programs, and provide unified direction with which to achieve its goals. Division-level plans will be developed following the completion of this process.

The Agency's focus for the upcoming budget cycle is in raising the standards for the delivery of core services, including a critical evaluation of the efficacy of the task-based eligibility system currently in place, and enhancing the Agency-wide training and development offerings and metrics. This includes establishing a Quality Assurance Unit agency-wide.

In addition, the Agency will be laser-focused on several key community outcomes and County goals, including minimizing homelessness, deepening veterans' services, and enriching program offerings towards family stabilization. The Agency will continue to track and develop offerings for improving the Continuum of Care for foster youth, including foster family recruitment and transition services for former foster youth, particularly in education and employment.

Finally, the Agency is exploring services for immigrant residents, through building partnerships with external agencies, identifying and coordinating with existing County resources, and understanding the landscape of offerings and potential gaps in services.

Human Services Agency (7000B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		1,674,303	4,528,868	4,598,362	69,494	4,420,994	(177,368)
Intergovernmental Revenues	120,314,834	133,576,734	149,376,777	157,224,831	7,848,054	156,509,583	(715,248)
Charges for Services	1,539,232	2,291,531	3,420,244	3,207,836	(212,408)	3,207,836	
Interfund Revenue	30,720	14,102	40,000	30,000	(10,000)	30,000	
Miscellaneous Revenue	1,301,434	1,615,968	1,973,853	3,149,861	1,176,008	2,785,423	(364,438)
Total Revenue	123,186,221	139,172,638	159,339,742	168,210,890	8,871,148	166,953,836	(1,257,054)
Fund Balance	7,189,504	6,846,102	8,624,249	8,542,744	(81,505)	7,102,744	(1,440,000)
TOTAL SOURCES	130,375,725	146,018,740	167,963,991	176,753,634	8,789,643	174,056,580	(2,697,054)
REQUIREMENTS							
Salaries and Benefits	76,229,618	83,763,454	98,703,205	105,412,774	6,709,569	108,890,626	3,477,852
Services and Supplies	37,386,907	45,611,932	61,395,809	66,851,642	5,455,833	63,366,208	(3,485,434)
Other Charges	61,206,067	61,649,185	69,952,587	69,256,972	(695,615)	70,180,498	923,526
Fixed Assets			190,887	20,000	(170,887)	100,000	80,000
Other Financing Uses	291,004	919,040	915,702	642,009	(273,693)	644,254	2,245
Gross Appropriations	175,113,596	191,943,611	231,158,190	242,183,397	11,025,207	243,181,586	998,189
Intrafund Transfers	(21,902,361)	(22,265,047)	(30,534,578)	(30,715,269)	(180,691)	(30,902,822)	(187,553)
Net Appropriations	153,211,235	169,678,563	200,623,612	211,468,128	10,844,516	212,278,764	810,636
Contingencies/Dept Reserves	6,041,050	5,731,102	7,009,249	7,102,744	93,495	6,678,544	(424,200)
TOTAL REQUIREMENTS	159,252,285	175,409,665	207,632,861	218,570,872	10,938,011	218,957,308	386,436
NET COUNTY COST	28,876,560	29,390,925	39,668,870	41,817,238	2,148,368	44,900,728	3,083,490
AUTHORIZED POSITIONS							
Salary Resolution	742.0	767.0	764.0	769.0	5.0	768.0	(1.0)
Funded FTE	722.1	767.0	761.4	769.0	7.5	768.0	(1.0)

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$8,789,643 or 5.2% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$69,494 from Measure A half-cent sales tax revenue due to increases of \$400,000 for the Daybreak one-time funding; \$142,363 for an extra help Information Technology Analyst position to support the Clarity Human Services System and FRC Database; offset in part by decreases of \$338,000 for InnVision Shelter Network for one-time assistance; \$132,927 in Children and Family Services (CFS) for the Family Resource Centers (FRC) due to a reduction of one-time costs.

Intergovernmental Revenues

There is a net increase of \$7,848,054 in this funding source due to \$2,009,344 in state CalWORKs and subsidized employment funding to cover the increase in extra help staffing to continue to improve the Work Participation Rate (WPR), \$5,007,911 in federal and state funding based on increased staff and one time development work; \$1,606,258 in federal Title IV-E and 2011 Realignment funding for increased staffing costs associated with the new training unit. This increase is partially offset by decreases of \$556,588 in caseload for welfare aid payments, \$188,137 in decreased caseload for child care and \$30,734 in Vocational Rehabilitation Services (VRS) revenue reimbursement projections.

Charges for Services

There is a net decrease of \$212,408 in this funding source that is due to reduced revenue projections in both the Work Center and Catering Connections.

Interfund Revenue

There is a net decrease of \$10,000 in this funding source that is due to a \$20,000 decrease in revenue from the janitorial contract with the medical center and offset by an increase of a \$10,000 wellness grant.

Miscellaneous Revenue

There is a net increase of \$1,176,008 in this funding source due to a \$717,159 increase in employment services related grants; \$478,089 increase in wrap around services cost reimbursement. This increase was partially offset by a decrease of \$17,500 in a reduction in event costs.

Fund Balance

There is a net decrease of \$81,505 due to unanticipated one-time costs.

TOTAL REQUIREMENTS

Total Requirements increased by \$10,938,011 or 5.3% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$6,709,569 in this expenditure category due to \$3,204,089 for negotiated increases; \$2,642,814 in Economic Self Sufficiency due to an increased need for staffing to meet the influx of public assistance applications and renewals and to enhance training, including three Human Services Supervisors-Unclassified and funding for 36 extra help positions; \$452,085 in employment services to continue improving the Work Participation Rate adding funding for extra help (two Office Assistant II's, one Job Development Specialist and two Community Workers); \$595,200 in Children and Family Services due to the addition of five Social Workers-Unclassified for a training unit; \$344,322 in agency administration for the addition of an Accountant II for revenue collections, an extra help IT Analyst and an extra help Human Services Analyst for the Office of Immigrant Affairs; \$118,149 in the homeless

and safety net program due to the addition of a Human Services Analyst for contract compliance; \$97,923 for a Social Worker I in AB 109 to provide supportive services for formerly incarcerated individuals; and \$43,330 in Family Resource Center staffing adjustments. This increase is partially offset by the reduction of \$55,578 in out of home placement due to the adjustment of staffing levels; \$732,765 elimination of six Unclassified Benefit Analyst I positions and a transfer out of a Community Program Specialist to Health Services.

Services and Supplies

There is a net increase of \$5,455,833 in this expenditure category due to \$2,178,723 in increased contracted data processing services to include one-time redesign and implementation projects; \$1,798,962 in the restructuring of the agency automation support; \$850,000 for the replacement of the Agency's intranet infrastructure and the implementation of a business intelligence platform; \$400,000 for the implementation of a new revenue tracking database and financial reporting and management system; \$400,000 for the Daybreak and Transitional Youth Services one-time contract; \$175,000 in increases for client wages in the South Bay Recycling Contract; and \$345,767 in cost of business increases. These increases are partially offset by a decrease in one-time facility charges of \$652,834.

Other Charges

There is a net decrease of \$695,615 in this expenditure category due to \$1,031,934 in decreased overall Agency automation projects; \$578,588 in decreased Welfare Aid Payments due to stabilizing caseloads; \$152,224 in decreased Motor Vehicle Replacement Charges; and \$90,642 in decreased in child care case costs. This decrease was partially offset by \$632,138 in increased foster care payments and related expenses; \$388,770 in County Owned and Leased Facility Rental Charges; \$139,616 increase in Motor Vehicle Mileage Charges and other adjustments including core IT costs.

Fixed Assets

There is a net decrease of \$170,887 in decreased Fixed Assets due to the removal of one-time purchases from FY 2014-15.

Other Financing Uses

There is a net decrease of \$273,693 in this expenditure due to \$289,036 in decreased Debt Service. This decrease was partially offset by an increase of \$15,343 in 10% Facility Surcharge.

Intrafund Transfers

There is a net increase of \$180,691 in this expenditure category due to the transfer of a position from administration to another program area and other adjustments to meet budget targets.

Contingencies/Departmental Reserves

There is a net increase of \$93,495 in this expenditure category due to lower than anticipated revenues and lower expenditures. The balance in General Fund Reserves represents 3.4% of Net Appropriations, which exceeds the County 2% Reserves policy by \$2,873,382.

NET COUNTY COST

There is an increase of \$2,148,368 or 5.1% in the Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$2,697,054 or 1.5% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$177,368 from Measure A sales tax due to \$400,000 removal of the one-time Daybreak and Transitional Youth Services contract. This decrease is partially offset by \$82,320 in licensing costs for the Clarity Information Management System, and the residual is due to salary and benefit increases, as well as a 2% cost of business increases for Measure A contracts.

Intergovernmental Revenues

There is a net decrease of \$715,248 in this funding source due to the \$760,065 elimination of one-time projects and a reduction of \$555,661 due to lower one-time reimbursement against expenditures. This decrease is partially offset by an increase of \$595,900 due to increases in Salary and Benefits and cost of living adjustments.

Miscellaneous Revenue

There is a net decrease of \$364,438 in this funding source due to a reduction of \$27,662 in the Fatherhood Collaborative and \$336,800 due to the removal of one-time revenues related to a facilities project. This decrease is partially offset by an increase of \$24 in program costs.

Fund Balance

There is a net decrease of \$1,440,000 in this funding source due to one-time expenditures in FY 2015-16.

TOTAL REQUIREMENTS

Total Requirements increased by \$386,436 or 0.2% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$3,477,852 in this expenditure category due to \$3,817,261 Salary and Benefits increases. This increase is partially offset by the reduction of extra help staff and the \$152,003 decrease due to changes in Fatherhood Collaborative.

Services and Supplies

There is a net decrease of \$3,485,434 in this expenditure category due to a \$1,605,746 reduction in one-time Contract Data Processing projects and expenditures; \$800,000 decrease due to the elimination of the one-time Economic Self Sufficiency Redesign project; \$820,000 decrease due to the elimination of one-time projects; \$400,000 reduction in one-time Daybreak and Transitional Youth Services Contract; \$133,750 removal of one-time sustainability funding for safety net service providers; \$23,800 due to changes in Fatherhood Collaborative. These decreases are partially offset by an increase of \$160,000 in the business intelligence application and \$82,320 due to licensing costs for the Clarity Human Services System.

Other Charges

There is a net increase of \$923,526 in this expenditure category due to \$448,046 in increased Automation Charges; \$381,783 in County Leased Facility Rental Charges; and \$106,174 in various increased service charges.

Fixed Assets

There is a net increase of \$80,000 for replacement servers.

Other Financing Uses

There is a net increase of \$2,245 in this expenditure category due to \$2,533 in increased 10% Facility Surcharge. This increase is offset by a reduction of \$288 in Debt Service.

Intrafund Transfers

There is a net increase of \$187,553 in this expenditure category due to the \$449,421 increase of cost applied distributions related to the increased cost of the business intelligence application. This is partially offset by a decrease

of \$133,750 for the removal of one-time sustainability funding for safety net service providers and \$118,000 due to changes in Fatherhood Collaborative.

Contingencies/Departmental Reserves

There is net decrease of \$424,200 y due to the use of Reserves to fund a portion of the second phase of the Business Solutions Project. The balance in General Fund Reserves represents 3.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$2,432,969.

NET COUNTY COST

There is an increase of \$3,083,490 or 7.3% in the Department's General Fund allocation.

Office of Agency Director (7010B)

Program Locator

County

Social Services

Human Services Agency

▷ **Agency Administration/Office of the Agency Director**

Program Outcome Statement

Efficiently manage and provide administrative support and strategic leadership in the Human Services Agency

Program Results

The Agency Administration and the Office of the Agency Director consist of units that provide maintenance of information and data systems, financial services, facilities oversight, records management, fraud investigations and fair hearings for all program areas. The Office of the Agency Director is completing the new five year strategic plan update to guide the Agency in improving its core functions and setting performance standards for the Agency.

The performance expectation for the next two years is to successfully update and upgrade the Agency's information and technology systems and facilities base in order to promote program efficiencies. Much of the focus will be on improving the Agency's outdated intranet and business intelligence infrastructure as well as a project to upgrade the soon-to-be obsolete Windows 2003 server operation systems. There will be initiatives to improve the Agency's financial reporting and claiming systems. In addition, the Agency is reviewing options for implementing several new systems that will deliver training handbooks and information to staff, a method to allow clients to self-scan documents, and a project that will provide the Agency with its first in the field mobile capability for components of the Children and Family Services team.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of staff who met annual training requirements	50%	74%	40%	80%	80%
Percent of IT application support incidents resolved in less than 2 hours	66%	23%	70%	70%	70%
Percent of completed direct client service contracts processed and executed prior to service delivery	---	70%	88%	90%	90%

Office of Agency Director (7010B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	92.0	90.0	91.0	91.0		91.0	
Funded FTE	91.1	90.0	91.0	91.0		91.0	
 Total Requirements	4,925,860	4,751,981	6,848,149	6,316,232	(531,917)	5,903,371	(412,861)
Total Sources	4,992,166	4,661,345	6,402,594	6,148,452	(254,142)	5,735,591	(412,861)
Net County Cost	(66,306)	90,636	445,555	167,780	(277,775)	167,780	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised Budget to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; offset by the removal of one-time automation and facility project costs.

Total Requirements	Total Sources	Net County Cost	Positions
(842,060)	(396,505)	(445,555)	0

2. Business Intelligence Application

The Agency is implementing a business intelligence solution for analytical and reporting infrastructures. The selected system and vendor, chosen through a request for proposal process, will meet technical, business and administrative requirements enabling user self-service, key performance metrics and knowledge transfer for ongoing administration. Costs for this project are distributed to various program units, where Fund Balance leverages state and federal revenue.

Total Requirements	Total Sources	Net County Cost	Positions
400,000	0	400,000	0
(400,000)	0	(400,000)	0

3. Intranet Infrastructure Replacement

The Agency is replacing the obsolete intranet infrastructure that contains critical business documentation which is utilized for internal business. The selected system and vendor, as determined through the request for proposal process, will meet technical, business and administrative requirements. Costs for this project are distributed to various program units, where Fund Balance leverages state and federal revenue.

Total Requirements	Total Sources	Net County Cost	Positions
450,000	0	450,000	0
(450,000)	0	(405,000)	0

4. Revenue Collections Accountant

An Accountant II position is added in order to support the Agency's decision to perform revenue collections and recovery functions internally for self sufficiency program overpayments. The revenue collection function is currently being performed by the County's Revenue Services. It has been determined that the Agency will be able to better integrate and supervise the collection activities if the work is performed within the Agency structure.

Total Requirements	Total Sources	Net County Cost	Positions
152,638	0	152,638	1
(152,638)	0	(152,638)	0

5. Funding For Extra Help IT Analyst to Support Measure A Initiatives

Measuring A funding is added for one extra help Information Technology Analyst position in the Business Systems Group. The IT Analyst will provide application support such as system administration and technical assistance to end users for the Family Resource Centers database and for the Clarity Human Services System, used by the Core Service Agencies and homeless shelter providers. The critical business operation of these systems now requires a dedicated technical analyst for maintenance, operations and future expansion.

Total Requirements	Total Sources	Net County Cost	Positions
142,363	142,363	0	0

6. Creation of Immigrant Affairs Program

Funding for one extra help Human Services Analyst position is added to focus on issues related to immigrants who reside in the county and to coordinate available services and resources with all County departments. The program will collaborate with non-profits to host citizenship workshops, develop a communication plan to inform immigrants of services, and explore the development of additional supportive services. The costs for this position are covered by an increase in General Fund allocation.

Total Requirements	Total Sources	Net County Cost	Positions
167,780	0	167,780	0

7. Transfer of One Social Worker Position

One Social Worker III position is transferred from the administrative services unit to the Children and Family Services unit to serve the needs of the Agency.

Total Requirements	Total Sources	Net County Cost	Positions
(124,605)	0	(124,605)	(1)
124,605	0	124,605	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(531,917)	(254,142)	(277,775)	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
11,339	11,339	0	0

2. Intranet Infrastructure and Business Intelligence

Funding is continued for the implementation of a business intelligence solution for analytical and reporting infrastructures. Costs for this project are distributed to various program units, where Fund Balance leverages state and federal revenue.

Total Requirements	Total Sources	Net County Cost	Positions
1,010,000	1,010,000	0	0
(1,010,000)	(1,010,000)	0	0

3. FY 2016-17 Fund Balance and Department Reserves

Agency Fund Balance and Reserves are reduced based on projected FY 2015-16 activities.

Total Requirements	Total Sources	Net County Cost	Positions
(424,200)	(424,200)	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(412,861)	(412,861)	0	0

Economic Self-Sufficiency (7220B)

Program Locator

County

Social Services

Human Services Agency

▷ **Economic Self-Sufficiency**

Program Outcome Statement

Provide public assistance services to low income individuals and families, access to nutritional assistance, and enrollment into health insurance benefits for San Mateo County residents

Program Results

The Economic Self-Sufficiency division is responsible for eligibility determination for all local, state, and federal public assistance programs, including health insurance (Medi-Cal), food assistance (CalFresh), temporary financial assistance for low-income families (CalWORKs), cash assistance program for immigrants (CAPI) and general assistance (GA). The Agency will process over 56,000 total applications in FY 2014-15 and will provide health coverage to over 65,000 families, supplemental food assistance to over 16,000 families, and temporary cash assistance to nearly 3,000 families in San Mateo County. The Agency has seen an increase of 55% more families enrolling in health coverage programs through Medi-Cal. Partners in the Health System and Community Enrollment Counselors have assisted many families in enrollment into Covered California health plans. The state continues to face technology system challenges that impact the County's ability to process applications and renewals in a timely manner. Temporary staffing will allow the Agency to serve the increasing demand for services while continuing to work with state and consortium partners in addressing technical issues and leveraging automated processes. In FY 2015-16 and FY 2016-17, Economic Self-Sufficiency will undertake deep-reaching efforts at improving service delivery, quality, and integration. Priorities include completing renewals for the approximately 35,000 new Medi-Cal recipients, the re-design of eligibility services, and a thorough training program for eligibility workers.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of public assistance applications processed within state standards for timeliness					
- Medi-Cal	57%	69%	72%	90%	90%
- CalFresh	80%	89%	90%	90%	90%
Percent of residents receiving CalFresh benefits of the total estimated population below 125% of the poverty level	42%	60%	55%	57%	60%
Cost per client managed for public assistance program eligibility	\$477	\$447	\$445	\$445	\$445

Economic Self-Sufficiency (7220B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	384.0	387.0	365.0	360.0	(5.0)	360.0	
Funded FTE	368.8	387.0	365.0	360.0	(5.0)	360.0	
 Total Requirements	51,076,342	58,549,891	67,077,019	72,581,506	5,504,487	72,640,212	58,706
Total Sources	45,296,774	52,783,096	54,711,350	60,039,261	5,327,911	59,135,946	(903,315)
Net County Cost	5,779,568	5,766,795	12,365,669	12,542,245	176,576	13,504,266	962,021

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the mid-year transfer of one position within the department to better align staffing and program services; and the elimination of one-time projects related to facility and automation expenses.

Total Requirements	Total Sources	Net County Cost	Positions
2,621,421	2,645,038	(23,617)	(1)

2. Medi-Cal Program Changes: Elimination of 6 Benefit Analyst II-U Positions and Temporary Enhancements to Support Medi-Cal Case Processing

Six temporary Benefit Analyst II-U positions are eliminated. These unclassified positions were created to increase capacity in the call center for the first two open enrollments of the Affordable Care Act. Three positions are filled and three are vacant. The incumbents in the filled positions have been offered the option of transitioning to extra help Benefit Analyst positions. Although the increased need in the call center has ended, there is still a need for temporary additional resources for processing Medi-Cal cases. Funding for three Human Services Supervisors-Unclassified positions and the equivalent of 36 extra help Benefit Analyst positions is added to provide temporary resources to support the manual processing of Medi-Cal cases and renewals. In addition, funds are appropriated for Economic Self-Sufficiency's share of the cost of two Agency-wide initiatives: the development of a business intelligence solution for analytical reporting, and the replacement of the obsolete intranet infrastructure.

Total Requirements	Total Sources	Net County Cost	Positions
3,015,502	2,011,216	1,004,286	(6)
(804,093)	0	(804,093)	3

3. Transfer of a Community Program Analyst II Position

One Community Program Analyst II position is being moved to the Health Coverage Unit in the Health System to better align with the current responsibilities of the position.

Total Requirements	Total Sources	Net County Cost	Positions
(128,343)	(128,343)	0	(1)

4. Improvements to Application Processing, Staff Development, and Eligibility Handbooks

Economic Self Sufficiency will conduct two initiatives to improve operations. A business model will be developed to streamline eligibility application and renewal processing. Staff development, training, and handbooks will be redesigned to meet the rigorous demands of eligibility programs. These initiatives are funded through the use of Fund Balance and state and federal revenue.

Total Requirements	Total Sources	Net County Cost	Positions
800,000	800,000	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
5,504,487	5,327,911	176,576	(5)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the elimination of one-time projects related to facility and automation expenses.

Total Requirements	Total Sources	Net County Cost	Positions
(446,294)	(1,408,315)	962,021	0

2. Accounting Change: Cost for Servers Moved to Fixed Assets

This action reclassifies \$100,000 in costs for servers for the Medi-Cal call center from Contracts to Fixed Assets.

Total Requirements	Total Sources	Net County Cost	Positions
(100,000)	(100,000)	0	0
100,000	100,000	0	0

3. Continue to Build a Business Intelligence Infrastructure and Upgrade the Agency Intranet

Economic Self-Sufficiency continues its share of the cost of two Agency-wide initiatives, the development of a business intelligence solution for analytical reporting and the replacement of the obsolete intranet infrastructure. Funding is through use of Fund Balance and state and federal revenue.

Total Requirements	Total Sources	Net County Cost	Positions
505,000	505,000	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
58,706	(903,315)	962,021	0

Aid Payments (7240B)

Program Locator

County

Social Services

Human Services Agency

▷ **County Programs/Welfare Aid Payments**

Program Outcome Statement

Improve economic self-sufficiency for indigent adults

Program Results

County Programs consist of General Assistance (GA) and CalFresh Employment/Training (E&T). The GA program provides financial assistance to low-income adults who fall below the established property and income limits. This is a mandated service by County ordinance. The average grant is currently \$329 per month, with most of the grant designated for specific purposes such as rent, utilities or food. The Agency served over 1,478 GA clients in FY 2013-14. The CalFresh E&T program at the Vocational Rehabilitation Services Work Center provides hands-on work experience and job training to adults with disabilities and barriers to employment. Participants learn packaging, assembly, warehousing and shipping skills while employers receive onsite work services. The Agency is projecting a downward trend in the number of GA applications due to the improvement of the economy.

The Welfare Aid Payment program supports families receiving CalWORKs and the Cash Assistance Program for Immigrants (CAPI) supports legal immigrant residents. As part of the federal Temporary Assistance to Needy Families (TANF) program, CalWORKs provides supplemental cash assistance to eligible needy families. CalWORKs assists parents with employment development and supportive services leading to family self-sufficiency. There are over 2,000 families currently receiving temporary cash assistance through CalWORKs in the County. These families have little or no cash and are in need of assistance for housing, food and utilities. The CAPI program provided financial assistance to 503 immigrants in FY 2013-14.

Over 5,200 clients are served annually by County Programs/Aid Payments. The chief priority in County Programs/Aid Payments is to improve the timeliness of processing public assistance applications within state standards. Continued challenges with the state's infrastructure and response capacity necessitate that timeliness remain the top focus.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Average months on aid (General Assistance)	---	22	22	22	22
Percent of public assistance applications processed within state standards for timeliness					
- CalWORKs	90%	92%	94%	94%	94%
- General Assistance	87%	93%	95%	95%	95%
- Cash Assistance Program for Immigrants	90%	71%	86%	90%	90%

Aid Payments (7240B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	24,566,240	21,977,263	28,209,358	27,652,770	(556,588)	27,652,770	
Total Sources	19,294,276	17,681,799	22,897,124	22,340,536	(556,588)	22,340,536	
Net County Cost	5,271,964	4,295,464	5,312,234	5,312,234		5,312,234	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised Budget to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect a decrease in overall caseload in Aid Payment programs.

Total Requirements	Total Sources	Net County Cost	Positions
(556,588)	(556,588)	0	0

FY 2016-17 Program Funding Adjustments

There are no significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget.

Employment Services (7320B)

Program Locator

County

Social Services

Human Services Agency

▷ **Employment Services**

Program Outcome Statement

Develop and maintain occupational skills and lifestyle behaviors that enable the transition to self-sufficiency

Program Results

CalWORKs Employment Services (CWES) offers a variety of educational and employment related services to eligible recipients. The child care program provides subsidies and case management to CalWORKs families to support the parents' participation in employment, training, and/or educational activities. CWES provided services to 1,531 clients and managed 322 cases in child care services in FY 2013-14. Families received employment services such as subsidized employment, educational and job support services, transportation assistance, clothing and child care assistance to help them transition to self-sufficiency. The Agency developed new strategies in FY 2012-13 to increase the County's Work Participation Rate (WPR), improve client engagement and program participation, and to strengthen clients' success rate in obtaining stabilized employment and achieving self-sufficiency. Subsequently, the Employability Improvement Program (EIP), a temporary transitional/training model designed to engage or re-engage families in CWES activities, while also boosting the WPR, was implemented and has been instrumental in contributing towards a significant increase in the WPR.

The Agency continues to implement additional strategies to improve the WPR and will also be focusing on the implementation of three large programs newly mandated by the state which include Family Stabilization, the Online CalWORKs Appraisal Tool (OCAT), and Expanded Subsidized Employment. The Service Connect program, part of AB 109, is being moved from the Community Capacity program into this Employment Services program and will continue to provide an array of safety net and supportive services to reduce the recidivism rate of formerly incarcerated individuals.

Among other factors, the low unemployment rate in the county has aided the community as a whole, including the Agency's clients, and the program has been experiencing a cyclical drop in case load. Thus, in FY 2015-16, CalWORKs Employment Services anticipates serving approximately 800 clients and the child care program expects to manage approximately 100 cases. CalWORKs Employment Services will be focused on expanding subsidized employment into the private sector, increasing subsidized employment opportunities for clients, and implementing family stabilization services.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Welfare-to-Work families meeting requirements of federal Work Participation Rate (WPR) based on state measurement	10%	17%	34%	50%	50%
Percent of clients placed in unsubsidized employment	31%	30%	35%	37%	38%
Cost per client receiving mandatory CalWORKs services	\$3,242	\$4,817	\$5,000	\$5,000	\$5,000

Employment Services (7320B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	49.0	48.0	49.0	56.0	7.0	56.0	
Funded FTE	48.7	48.0	49.0	56.0	7.0	56.0	
 Total Requirements	 12,430,763	 13,452,584	 16,426,529	 20,865,339	 4,438,810	 20,733,146	 (132,193)
Total Sources	9,791,488	11,945,215	14,241,223	19,734,510	5,493,287	19,557,331	(177,179)
Net County Cost	2,639,275	1,507,369	2,185,306	1,130,829	(1,054,477)	1,175,815	44,986

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the mid-year transfer of 6 positions within the department to better align staffing and program services. Organizational structure changes move the Service Connect program (AB 109 Re-Entry Services and Unified Re-Entry) into this Employment Services unit, while the Jobs For Youth (JFY), and Science Technology Engineering and Math (STEM) programs move to Collaborative Community Outcomes (CCO), and the Youth Services Program moves to Children and Family Services (CFS).

Total Requirements	Total Sources	Net County Cost	Positions
2,971,321	4,025,798	(1,054,477)	6

2. Addition of Extra Help Positions to Increase Work Participation Rate

Funding for five extra help positions (2 Community Workers, 1 Job Development Specialist and 2 Office Assistants) is added to the CalWORKs Employment Services program to support the continual efforts to increase the County's Work Participation Rate (WPR) and provide critical administrative support to the program. These positions are fully funded by federal CalWORKs funding.

Total Requirements	Total Sources	Net County Cost	Positions
403,354	403,354	0	0

3. Addition of One Social Worker I Position to the AB 109 Program

The AB 109 program provides an array of safety net and supportive services, such as housing assistance, counseling, vocational training, employment services, to reduce the recidivism rate of formerly incarcerated individuals and to ease the transition of these individuals to their communities. This action adds one Social Worker I to the AB109 program as a result of high case loads and the complexity of the multidisciplinary partnership. The costs for this position are covered by state realignment funds.

Total Requirements	Total Sources	Net County Cost	Positions
130,800	130,800	0	1

4. 92nd Street Office Lobby Remodel

The appropriation of Agency Fund Balance is re-established for the remodel of the lobby at the Agency's Daly City office on 92nd Street. This remodel is a part of the restructuring the Agency's service delivery model. Due to delays, the remodel has been moved to FY 2015-16.

Total Requirements	Total Sources	Net County Cost	Positions
620,000	620,000	0	0

5. Child Care Reserves

Child Care Reserves and Fund Balance are appropriated based on projected year-end fund balance and will be utilized for future program needs.

Total Requirements	Total Sources	Net County Cost	Positions
313,335	313,335	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
4,438,810	5,493,287	(1,054,477)	7

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; offset by the removal of one-time projects, Fund Balance and Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
(597,028)	(642,014)	44,986	0

2. Build a Business Intelligence Infrastructure and Upgrade the Agency Intranet

This action adds funding for this division's share of costs of the two Agency-wide initiatives, the development of a business intelligence solution for analytical reporting and the replacement of the obsolete intranet infrastructure. The costs for these projects are covered by federal and state revenue.

Total Requirements	Total Sources	Net County Cost	Positions
151,500	151,500	0	0

3. Child Care Reserves

Child Care Reserves and Fund Balance are appropriated based on projected Year-End Fund Balance and will be utilized for future program needs.

Total Requirements	Total Sources	Net County Cost	Positions
313,335	313,335	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(132,193)	(177,179)	44,986	0

Vocational Rehab Services (7330B)

Program Locator

County

Social Services

Human Services Agency

► **Vocational Rehabilitation Services**

Program Outcome Statement

Improve employment outcomes for individuals with disabilities and/or barriers to employment

Program Results

Vocational Rehabilitation Services (VRS) provides vocational rehabilitation counseling, hands-on work experience and training, and employment assistance to a wide range of adults with barriers to employment. Participants are referred through various County programs, including those in HSA, the Health System, the Sheriff's Work Furlough Program and the State Department of Rehabilitation (DOR). Through the efforts of VRS, employers are able to connect with a pool of work-ready individuals and benefit from associated tax credit programs. VRS has consistently been the highest-rated DOR Cooperative over the last 10 years, placing more clients with severe mental illness into jobs annually than any other program in the state.

Since the creation of the 550 Jobs! program, which connects formerly incarcerated individuals to employment services, including part-time training and transitional jobs, VRS has successfully maintained a 90% participation rate and a near 70% placement rate for this re-entry population. In FY 2013-14, a record 77 re-entry clients were placed into jobs and for FY 2014-15, placements are on track to equal that number. In addition, VRS continues to collaborate with the County Parks Department and Caltrans/JobTrain to provide increased job opportunities for the re-entry population. FY 2014-15 marks the beginning of the second three-year agreement between VRS and South Bay Recycling (SBR). Beginning in January 2014, the program expanded to a second shift, providing a total of 50 daily transitional employment and training slots available to all populations served by VRS.

In FY 2015-16, VRS will focus on new marketing efforts for Catering Connection, in order to increase revenue by 10%, and on broader recruitment of private sector employers into job training and placement partnerships.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Overall satisfaction rated good or better for all VRS services	93%	91%	90%	90%	90%
Percent of VRS clients in job development who secure employment	46%	60%	55%	55%	55%
Cost per client receiving vocational rehabilitation services	\$3,306	\$3,864	\$4,000	\$4,000	\$4,000

Vocational Rehab Services (7330B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	34.0	34.0	36.0	36.0		36.0	
Funded FTE	33.6	34.0	35.2	36.0	0.8	36.0	
 Total Requirements	 4,231,531	 5,083,053	 7,473,078	 7,556,194	 83,116	 7,408,112	 (148,082)
Total Sources	3,111,697	3,990,387	5,940,207	5,866,926	(73,281)	5,536,693	(330,233)
Net County Cost	1,119,835	1,092,666	1,532,871	1,689,268	156,397	1,871,419	182,151

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(139,718)	(296,115)	156,397	0

2. Re-Entry Employment Preparation (REEP) Program Funding

Measure A funding is continued for the Re-Entry Employment Preparation program (REEP). REEP is a partnership between HSA and the Parks Department to offer opportunities for formerly incarcerated adults who are re-entering the community to gain employment skills. The participants work in County parks and perform a wide variety of park maintenance projects that support visitor safety and park facilities, while also enhancing participants' technical and soft employment skills.

Total Requirements	Total Sources	Net County Cost	Positions
222,834	222,834	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
83,116	(73,281)	156,397	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; a decrease in projected revenues; and the removal of one-time, construction-related costs for improvements at 550 Quarry Road.

Total Requirements	Total Sources	Net County Cost	Positions
(148,082)	(330,233)	182,151	0

Children and Family Services (7420B)

Program Locator

County

Social Services

Human Services Agency

▷ **Children and Family Services**

Program Outcome Statement

Ensure safety, permanence and well-being of children throughout the county

Program Results

Children and Family Services (CFS) provides a broad range of mandated and non-mandated child welfare services for children and individuals 0 to 21 years of age, their families and foster care providers. This includes investigating serious allegations of abuse or neglect, submitting court reports when warranted, and providing an array of reunification services to resolve issues to keep families together. CFS operates a 24-hour child abuse hotline, which is staffed 365 days a year, and is anticipated to receive 4,587 calls in FY 2014-15. CFS carried an average open caseload of 758 children for investigations, family maintenance, adoptions, family reunification, out-of-home placements, and permanent placement services. CFS also provides out-of-home placement services, including Adoptions, the Receiving Home, Foster Parents aid payments and Foster Parent respite care. These critical services ensure the safety and well-being of children in San Mateo County.

CFS works closely with other divisions within the Agency, as well as with community partners on a variety of issues: 1) a commitment to provide enough funding to Differential Response agencies to provide service to families outside of the child welfare system; 2) looking at new ways for Family Resource Center staff to respond to issues in the community; and 3) creating new programs to address the needs of specific populations, such as the non-minor dependent population.

By providing comprehensive support to foster children, this program contributes to the County's goal of all foster youth completing at least two years of college or vocational training. In FY 2015-16 and FY 2016-17, CFS will be focused on increasing education and employment opportunities for all of the County's foster youth, with an emphasis on support for non-minor dependent youth, as they prepare to transition out of County services. The CFS program will also establish a social worker training cohort to be able to quickly back-fill vacancies.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Rate of child abuse reports per 1,000 children and rate of substantiated allegations per 1,000 children (Bay Area counties' three year average: 38.2 / 4.8)	33.6 / 2.4	30.7 / 2.7	29.3 / 2.4	30.7 / 2.4	30.7 / 2.4
Reunification of children to the parent/guardian within 12 months of removal from home (National standard: 75.2%)	66.7%	72.5%	75%	75.2%	75.2%
Rate of out of home placements per 1,000 children (Bay Area counties' three year average: 3.7)	1.8	1.8	1.6	1.7	1.7

Children and Family Services (7420B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	170.0	195.0	203.0	211.0	8.0	211.0	
Funded FTE	167.8	195.0	201.2	210.9	9.7	210.9	
 Total Requirements	 56,611,936	 64,042,152	 70,507,174	 74,840,676	 4,333,502	 76,013,132	 1,172,456
Total Sources	45,186,156	50,584,186	56,798,765	59,250,185	2,451,420	58,672,148	(578,037)
Net County Cost	11,425,780	13,457,966	13,708,409	15,590,491	1,882,082	17,340,984	1,750,493

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the mid-year transfer of 2 positions within the department to better align staffing and program services; the transfer of the Youth Services program, leases and rent cost; increases in Foster Care Caseloads; and the elimination of one-time costs and Fund Balance and Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
1,131,135	(530,828)	1,661,963	2

2. Addition of Five Social Worker II – Unclassified Positions and One Social Worker Supervisor for the New Worker Training Unit

Five Unclassified Social Worker II positions are added to establish the New Worker Training Unit in Children and Family Services. These positions will allow the department to strengthen capacity to train social workers and to be prepared for ongoing staffing needs. One Social Worker Supervisor position is added to oversee the training unit, while a Social Worker III position was deleted from another program within HSA. These positions are funded through federal revenue and General Fund.

Total Requirements	Total Sources	Net County Cost	Positions
1,079,445	859,326	220,119	6

3. Continue Measure A Funding for Court Appointed Special Advocates (CASA)

Measure A funding is continued to support recruitment and training activities of CASA volunteers to serve over 300 foster children in the county. The appropriation includes a 3% cost of business increase.

Total Requirements	Total Sources	Net County Cost	Positions
103,000	103,000	0	0

4. Continue Measure A Funding for Prevention and Early Intervention – Supportive Hotline

This action continues Measure A funding for the StarVista 24 hour hotline to provide referrals and higher level clinical services for youth. CFS will measure success by tracking the number of hotline calls referred to and receiving services as well as using survey instruments. The appropriation includes a 3% cost of business increase.

Total Requirements	Total Sources	Net County Cost	Positions
608,957	608,957	0	0

5. Continue Measure A Funding For Family Resource Centers Staffing

Measure A funding is added to support changes in classifications for CFS clinical staff at the Measure A-funded Family Resources Centers in Daly City, Pacifica, San Mateo, Pescadero and East Palo Alto. During the first year of operation, the majority of services provided by the social workers were related to mental health rather than case management, so

the five current Social Worker III positions are converting to five Psychiatric Social Workers. Three of the five positions are vacant and two are filled. One filled Social Work Supervisor position is being reclassified to a Supervising Mental Health Clinician. This action covers the additional staffing costs; the ongoing costs for this program have been included in the Current Level Budget, since this is an existing program.

Total Requirements	Total Sources	Net County Cost	Positions
117,645	117,645	0	0

6. Children and Family Services Mobile Application Project Re-appropriations

Fund Balance is re-appropriated for the Children and Family Services mobile application. Due to vendor delays, the CFS mobile application is not scheduled to be implemented until FY 2015-16. The application will be implemented to enable staff to access the CFS system remotely while in the field, enhancing efficiency and increasing productivity.

Total Requirements	Total Sources	Net County Cost	Positions
500,000	500,000	0	0

7. Restore Children and Youth System of Care (CYSOC) Collaborative Reserves

CYSOC Collaborative Reserves are re-appropriated based on projected Year-End Fund Balance and will be utilized for future program needs.

Total Requirements	Total Sources	Net County Cost	Positions
793,320	793,320	0	0

8. Accounting Change: Live Scan Equipment Moved to Fixed Assets

This action reclassifies \$20,000 in costs related to Live Scan equipment from Software to Fixed Asset. Live Scan equipment is utilized for fingerprints to conduct background checks on potential caregivers for foster children.

Total Requirements	Total Sources	Net County Cost	Positions
(20,000)	(20,000)	0	0
20,000	20,000	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
4,333,502	2,451,420	1,882,082	8

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and elimination of one-time cost and Fund Balance and Reserves based on projected FY 2015-16 year-end balance.

Total Requirements	Total Sources	Net County Cost	Positions
25,636	(1,724,857)	1,750,493	0

2. Build A Business Intelligence Infrastructure and Upgrade the Agency Intranet

Funds are appropriated for Children and Family Services' share of the cost of two Agency-wide initiatives, the development of a business intelligence solution for analytical reporting and the replacement of the obsolete intranet infrastructure. Funding is through the use of Fund Balance and state and federal funds.

Total Requirements	Total Sources	Net County Cost	Positions
353,500	353,500	0	0

3. Restore Children and Youth System of Care (CYSOC) Collaborative Reserves

CYSOC Collaborative Reserves are re-appropriated based on projected Year-End Fund Balance and will be utilized for future program needs.

Total Requirements	Total Sources	Net County Cost	Positions
793,320	793,320	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,172,456	(578,037)	1,750,493	0

Homeless and Safety Net Services (7510B)

Program Locator

County

Social Services

Human Services Agency

▷ **Homeless and Safety Net Services**

Program Outcome Statement

Coordinate the delivery of supportive safety net services through community partnerships to promote housing stability and food security for individuals and families

Program Results

Homeless and Safety Net Services is a collaborative effort for the provision of an array of safety net services, such as emergency food and shelter, for the County's most vulnerable residents. This includes coordinating the Homeless Continuum of Care and administering grants and housing service contract agreements to maximize county, state and federal funding for emergency safety net and homeless services. This program also administers contracts with the eight Core Service Agencies (City of Daly City Community Services Center, YMCA Community Resource Center, Pacifica Resource Center, Coastside Hope, El Concilio, Samaritan House, Fair Oaks Community Center, and Puente de la Costa Sur).

In FY 2015-16, it is estimated that community-based partners will continue to serve 30,000 individuals, comprised of 10,000 households, with emergency food, shelter, utility assistance, rental assistance, counseling, legal aid and other supportive services. The Human Services Agency completed the 2015 Homeless Census and Survey, and the One Day Count results determined that there are 24% fewer homeless people than the previous 2013 Census, and 40% fewer unsheltered people in 2015 compared to 2013. The 2015 Homeless Census and Survey data reflect the County's commitment to end homelessness through several initiatives targeted at homeless assistance and prevention services. Priorities for FY 2015-16 include a redesign of the homeless services system and an update to the Housing Our People Effectively (HOPE) plan, both of which will support the County's goal to end homelessness by 2020.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of clients residing in homeless transitional shelters who are connected to mainstream services and benefits	78%	84%	80%	80%	80%
Percent of clients receiving food assistance from Core Service Agencies	99%	99%	99%	99%	99%
Cost per client receiving safety net services	\$111	\$171	\$170	\$204	\$204

Homeless and Safety Net Services (7510B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0	
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0	
 Total Requirements	4,033,985	5,488,815	5,605,113	6,194,345	589,232	6,058,202	(136,143)
Total Sources	1,640,707	2,453,995	2,557,874	2,721,509	163,635	2,446,718	(274,791)
Net County Cost	2,393,278	3,034,820	3,047,239	3,472,836	425,597	3,611,484	138,648

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; offset by the removal of Measure A program costs and non-departmental reserves. Ongoing Measure A program costs are budgeted in funding adjustments below.

Total Requirements	Total Sources	Net County Cost	Positions
(1,344,228)	(1,602,045)	257,817	0

2. Measure A Funding for the Clarity Human Services System

Measure A funding is appropriated for the administration, maintenance and licenses needed to support the Clarity Human Services System, the County's coordinated case management and performance reporting system for the Core Service Agencies and homeless shelter providers.

Total Requirements	Total Sources	Net County Cost	Positions
195,680	195,680	0	0

3. Continue Measure A Funding for Homeless Outreach Teams (HOT)

The Homeless Outreach Teams engage chronically homeless individuals and provide case management, transportation, transitional shelter, and access to permanent supportive housing. Measure A funds are appropriated to continue to support the HOT model in South San Francisco, Pacifica, and Half Moon Bay, and to expand the program to include a rapid response outreach component for all areas of the county.

Total Requirements	Total Sources	Net County Cost	Positions
225,000	225,000	0	0

4. Add Human Services Analyst for Contract Compliance

One Human Services Analyst is added to support the Homeless and Safety Net unit. To address an increase in federal, state and local reporting requirements, the Human Services Analyst will provide monitoring and compliance reviews. This position is funded with an increase in General Fund allocation.

Total Requirements	Total Sources	Net County Cost	Positions
167,780	0	167,780	1

5. Continue Measure A Funding for Emergency Housing Assistance

Measure A funding is continued for the Core Services Agencies to distribute emergency housing assistance funds. The appropriation includes a 3% cost of business increase. The funds are designated for client financial assistance to address emergency needs that put the household at risk of becoming homeless.

Total Requirements	Total Sources	Net County Cost	Positions
430,000	430,000	0	0

6. Continue Measure A Funding for Homeless Shelter in East Palo Alto

Measure A funding is continued to support the operation of a year round shelter for homeless adults in East Palo Alto by funding 40 beds and services at the Project WeHOPE shelter. The appropriation includes a 3% cost of business increase.

Total Requirements	Total Sources	Net County Cost	Positions
515,000	515,000	0	0

7. One-Time Measure A Funds for StarVista's Daybreak and Transitional Youth Services Programs

One-time Measure A funding is appropriated for StarVista's Daybreak program (\$215,157) and Transitional Youth Services program (\$184,843). Daybreak is a transitional living program designed to meet the needs of homeless youth aged 16-21. In addition to meeting basic needs of food, clothing and shelter, Daybreak also provides case management, independent living skills training, support with education, and job development. These funds will help support Daybreak while the homeless system redesign is completed. Transitional Youth Services provides housing assistance and case management services to youth ages 18-24 who were in foster care or the probation system. These funds provide additional support for former foster youth to assist them in a successful transition to adulthood.

Total Requirements	Total Sources	Net County Cost	Positions
400,000	400,000	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
589,232	163,635	425,597	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the removal of one-time items.

Total Requirements	Total Sources	Net County Cost	Positions
(218,463)	(357,111)	138,648	0

2. Measure A Funding For Clarity Human Services System

Measure A funding is added to pay for licenses needed to support the Clarity Human Services System, the County's coordinated case management and performance reporting system for the Core Service Agencies and homeless shelter providers.

Total Requirements	Total Sources	Net County Cost	Positions
82,320	82,320	0	0

3. Remove One-time Sustainability Funding for Safety Net Services

During FY 2015-16, the Agency will undertake a detailed review of the homelessness services system. As this coincides with the expiration of Core Services Agency contracts in June 2016, sustainability funds for FY 2016-17 are not budgeted, as the full scope of homelessness and safety net services will be redesigned and funding levels will be determined with consideration for future sustainability.

Total Requirements	Total Sources	Net County Cost	Positions
(133,750)	0	(133,750)	0
133,750	0	133,750	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(136,143)	(274,791)	138,648	0

Community Capacity (7520B)

Program Locator

County

Social Services

Human Services Agency

▷ **Community Capacity**

Program Outcome Statement

Provide community-wide collaboration, prevention and early intervention services

Program Results

Collaborative Community Outcomes (CCO) provides support and services to numerous communities in need in the county. This includes funding for the Fatherhood Collaborative, the Children's Fund, the Day Worker Program, Extraordinary Circumstances Fund, Veteran Services, and AB 109 Re-Entry Services (Service Connect). Community engagement services emphasize outreach efforts to the veteran population and individuals who were formerly incarcerated to ensure that they are aware of the services available to them. The County Veterans Services Office focused on serving the 32,000 military veterans and their dependents in the county. The Department of Veterans Affairs estimated that the veteran population of San Mateo County will drop more than 50% by 2025. FY 2014-15 marked operational improvements in service delivery of veterans services with the addition of term positions to meet client demand for services. An extensive needs assessment was completed and previewed at the County's Veterans Summit in November 2014, attended by over 150 community members. Future progress towards goals will be monitored quarterly, along with the creation of a County Veterans' Commission.

The AB 109 Re-Entry Services (Service Connect) program provides an array of safety net and supportive services to reduce the recidivism rate of formerly incarcerated individuals. Since October 2011, almost 800 individuals have received services through Service Connect.

Organizational changes are being implemented, which result in movement of programs within the Agency. In order to enhance program alignment, Service Connect is moving out of this program to the Employment Services program, while Jobs for Youth and the Science Technology Engineering and Math (STEM) programs are moving into this program.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Service Connect participants in the 550Jobs! program securing employment	---	87%	55%	55%	55%
Average value of veterans benefits per claim processed	---	\$8,099	\$8,000	\$8,000	\$8,000
Cost per veteran served	\$194	\$312	\$688	\$750	\$750

Community Capacity (7520B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	10.0	10.0	17.0	11.0	(6.0)	10.0	(1.0)
Funded FTE	9.1	10.0	17.0	11.0	(6.0)	10.0	(1.0)
 Total Requirements	 1,375,628	 2,063,926	 5,486,441	 2,563,810	 (2,922,631)	 2,548,363	 (15,447)
Total Sources	1,062,461	1,918,717	4,414,854	652,255	(3,762,599)	631,617	(20,638)
Net County Cost	313,167	145,209	1,071,587	1,911,555	839,968	1,916,746	5,191

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised Budget to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the mid-year transfer of seven positions within the department to better align staffing and program services; offset by the move of the AB-109 Service Connect program out of CCO; and moving in Jobs For Youth, STEM and Community Response and Advocacy.

Total Requirements	Total Sources	Net County Cost	Positions
(3,470,538)	(4,120,980)	650,442	(7)

2. Add Veterans Services Supervisor and Continue Measure A Funding for Veterans Services

The County Veterans Services Office (CVSO) serves an increasing number of veterans with benefits and claims application support, and responds to priorities set by the recent Veterans Summit convened last November. The CVSO provides out-posted services, outreach and training to service providers who can refer veterans in need of assistance. One Human Services Supervisor is added to provide direct supervisory capacity, which is critical for oversight of the new initiatives and for staff development. This position is funded with an increase in General Fund allocation. Measure A funding is continued for two term positions, one Veterans Services Officer and one Public Services Specialist. In addition, \$100,000 in Measure A funding is appropriated to continue the implementation of the work plan developed after the Veterans Needs Assessment.

Total Requirements	Total Sources	Net County Cost	Positions
472,907	283,381	189,526	1

3. Continue Measure A Funding for Legal Services Support for Victims of Domestic Violence

Measure A funding is continued to provide legal services for victims of domestic violence, including support with restraining orders and support with other legal issues.

Total Requirements	Total Sources	Net County Cost	Positions
75,000	75,000	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(2,922,631)	(3,762,599)	839,968	(6)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
54,833	7,024	47,809	0

2. Restructure of the Fatherhood Collaborative and the Elimination of One Position

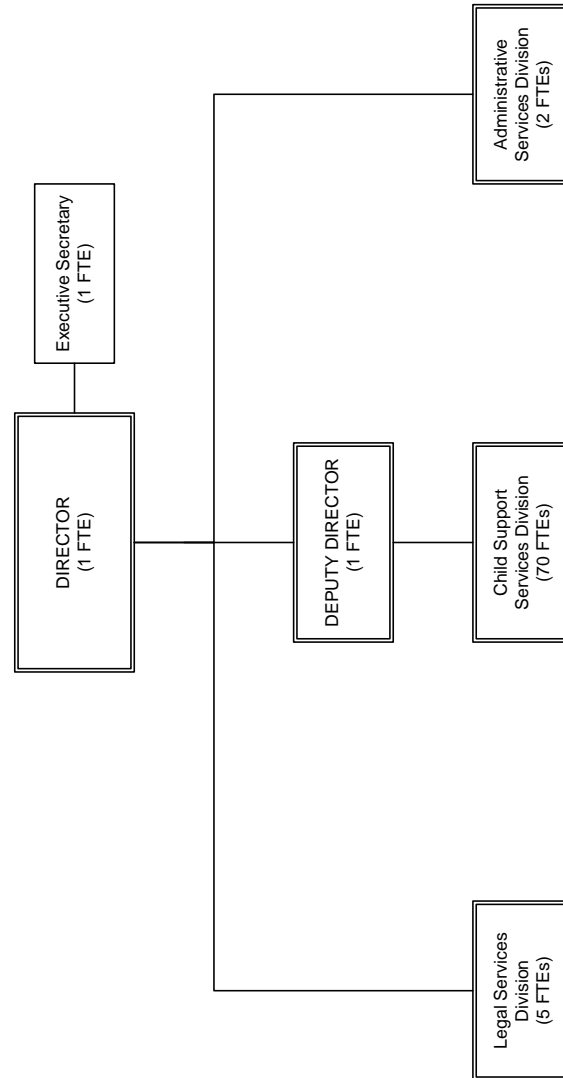
The Fatherhood Collaborative is being restructured to integrate support for fatherhood into Agency and County services. The Dad and Me at the Park events will continue. One filled Human Services Analyst II position is being eliminated. The incumbent will be moved into a vacant Human Services Analyst II position in the Agency.

Total Requirements	Total Sources	Net County Cost	Positions
(188,280)	(27,662)	(160,618)	(1)
118,000	0	118,000	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(15,447)	(20,638)	5,191	(1)

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DEPARTMENT OF CHILD SUPPORT SERVICES

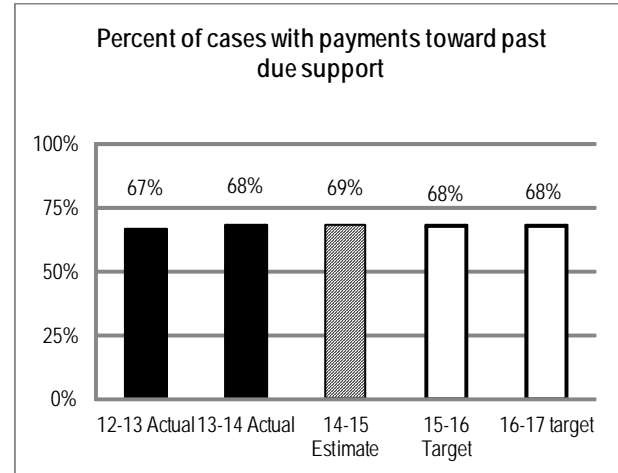
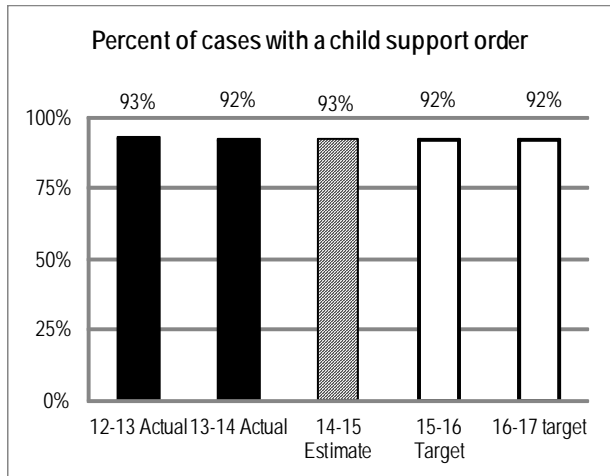
Department Locator

County

Social Services

▷ **Department of Child Support Service**

Key Measures



Department Mission Statement

The Department of Child Support Services serves the public by enhancing the quality of life for children and their families by helping parents meet the financial, medical and emotional needs of their children by establishing and enforcing child support orders in an effective, efficient and professional manner.

Overview

The San Mateo County Department of Child Support Services works with parents and guardians to ensure children and families receive the court ordered financial and medical support to which they are entitled. The Department establishes paternity, which can include DNA testing if requested, for children who do not have a legal father. The Department establishes, enforces and modifies child and medical support orders and locates absent parents through the utilization of a variety of location systems. The Department partners with parents to set realistic orders that allow steady and reliable payments to the family.

In FY 2013-14 and FY 2014-15, Child Support Services moved to an electronic mail workflow. Caseworkers can immediately view correspondence from clients, employers and other agencies in real time, eliminating movement of paper. Additionally the Department, in partnership with the Superior Court, can now electronically file initial pleadings. Processing time has been significantly reduced for both child support and court staff, ensuring that orders are established faster and first payment to families is received earlier. Additionally, the California Department of Child Support Services collaborated with local agencies to implement Moneygram, a convenient cash payment option that allows child support payments to be made at thousands of locations throughout California and the United States. All three of these initiatives support improving processing time to provide faster service to customers and needed support to families.

In FY 2015-16 and FY 2016-17, the Department will focus efforts on improving service to clients attempting to modify their court order. The court process can be difficult to navigate, especially for clients who have no prior experience. The pilot will concentrate on strategies to improve the modification process and obtain appropriate orders. The Department is also creating a community outreach team to engage with other organizations that provide services to families. The

receipt of child support can be pivotal to the financial stability of a household. By engaging with agencies that provide assistance throughout the county, it is the Department's hope to educate residents on the services provided and become a liaison to community partners as families are moved towards self-sufficiency. The Department's challenge here continues to be addressing and assisting clients that struggle through various issues that impact the ability to support a family. Parents obligated to pay support can face many hurdles including limited job skills, substance abuse issues, or complicated visitation plans. The Department is committed to finding ways to address these challenges and improve services to clients.

Program Results

Child support is an important resource for single parent families struggling to meet basic needs. Parents that pay support are more likely to be a part of their child's life. The Department continues to meet or exceed performance expectations in all major categories, especially in the percent of current support collected and payments toward past due support. In both of these categories the Department has realized a two percent increase over the previous year's performance. The Department focuses on connecting with clients early and often to understand the child support process, establishing reasonable orders that clients can pay, and collaborating with other community based organizations to provide services to clients needing help with employment search, domestic violence issues and legal help. The Department has a caseload of approximately 10,500 serving 14,000 children. The program goals over the next two years focus on improving court processes to support clients modifying a child support order. Additionally, the Department will actively pursue new partnerships with community agencies that serve the public to educate colleagues about services and collaborate to improve overall outcomes for families.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percentage of cases with orders	92.55%	92.24%	92.60%	92.00%	92.00%
Percent of Current Support Collected	66.69%	68.15%	68.50%	68.00%	68.00%
Cost per capita	\$14.22	\$13.86	\$13.85	\$13.85	\$13.85

Department of Child Support Services (2600B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	10,737,954	10,756,102	11,414,133	11,414,033	(100)	11,414,033	
Miscellaneous Revenue			206,780	108,090	(98,690)	364,813	256,723
TOTAL SOURCES	10,737,954	10,756,102	11,620,913	11,522,123	(98,790)	11,778,846	256,723
REQUIREMENTS							
Salaries and Benefits	9,348,616	9,505,634	10,573,508	10,252,597	(320,911)	10,626,897	374,300
Services and Supplies	439,910	472,407	494,550	428,050	(66,500)	428,050	
Other Charges	949,428	491,191	505,657	630,174	124,517	642,390	12,216
Other Financing Uses		289,037	290,179	266,985	(23,194)	269,443	2,458
Gross Appropriations	10,737,954	10,758,269	11,863,894	11,577,806	(286,088)	11,966,780	388,974
Intrafund Transfers		(2,167)	(242,981)	(55,683)	187,298	(187,934)	(132,251)
TOTAL REQUIREMENTS	10,737,954	10,756,102	11,620,913	11,522,123	(98,790)	11,778,846	256,723
AUTHORIZED POSITIONS							
Salary Resolution	87.0	89.0	86.0	80.0	(6.0)	80.0	
Funded FTE	86.2	88.5	85.0	79.6	(5.3)	79.6	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$98,790 or 0.8% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$100 in this funding source to align with actual funding received.

Miscellaneous Revenue

There is a net decrease of \$98,690 in this funding source due to the decreased draw down of federal dollars as part of the Department's participation in the Federal Financial Participation Match Program (FFP).

TOTAL REQUIREMENTS

Total Requirements decreased by \$98,790 or less than 1% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$320,911 in this expenditure category due to the reduction of 6 positions. This decrease is partially offset due to negotiated labor increases as well as health and retirement increases.

Services and Supplies

There is a net decrease of \$66,500 in this expenditure category due to reductions in general office supplies and training costs.

Other Charges

There is a net increase of \$124,517 in this expenditure category due to increases in facility charges as well as increases in County ISD charges.

Other Financing Uses

There is a net decrease of \$23,194 in this expenditure category due to decreases in facility charges.

Intrafund Transfers

There is a net decrease of \$187,298 in this expenditure category due to decreases in local match dollars to draw down federal monies as part of the Federal Financial Participation Match Program (FFP).

NET COUNTY COST

The Department is not funded by the County General Fund and has no Net County Cost.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources increased by \$256,723 or 2.2% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Miscellaneous Revenue

There is a net increase of \$256,723 in this funding source due to increased draw down of federal dollars as part of the Department's participation in the Federal Financial Participation Match Program (FFP).

TOTAL REQUIREMENTS

Total Requirements increased by \$256,723 or 2.2% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$374,300 in this expenditure category due to negotiated labor increases and health costs.

Other Charges

There is a net increase of \$12,216 in this expenditure category due to increases in facility charges as well as increases in County ISD charges.

Other Financing Uses

There is a net increase of \$2,458 in this expenditure category due to increases in facility charges.

Intrafund Transfers

There is a net increase of \$132,251 in this expenditure category due to increases in local match dollars to draw down federal monies as part of the Federal Financial Participation Program (FFP).

NET COUNTY COST

The Department is not funded by the County General Fund and has no Net County Cost.

Department of Child Support Services (2600B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	87.0	89.0	86.0	80.0	(6.0)	80.0	
Funded FTE	86.2	88.5	85.0	79.6	(5.3)	79.6	
Total Requirements	10,737,954	10,756,102	11,620,913	11,522,123	(98,790)	11,778,846	256,723
Total Sources	10,737,954	10,756,102	11,620,913	11,522,123	(98,790)	11,778,846	256,723

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and health benefit costs; increases are offset with reductions in general office supplies and training costs for staff.

Total Requirements	Total Sources	Net County Cost	Positions
590,968	(100)	591,068	0

2. Elimination of Six Positions

The Department will eliminate the following vacant positions to align the Department's budget with funding received from the State Department of Child Support Services; one Child Support Attorney IV; one Child Support Customer Service Specialist, one Office Assistant II, one Public Services Specialist and two Child Support Analyst I/II positions. The loss of these positions means that duties performed must be redistributed to existing staff.

Total Requirements	Total Sources	Net County Cost	Positions
(689,758)	(98,690)	(591,068)	(6)

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(98,790)	(98,790)	0	(6)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
388,974	0	288,974	0

2. Federal Financial Participation Match Program

The Department will increase its participation in this program in order to augment its revenue allocation for FY 16-17. For every local dollar contributed, the Department will receive additional federal funding to meet rising costs.

Total Requirements	Total Sources	Net County Cost	Positions
(133,251)	256,723	(388,974)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
256,723	256,723	0	0



COMMUNITY SERVICES

COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and
Program Summaries

Glossary of Budget Terms



SAN MATEO COUNTY MISSION

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:

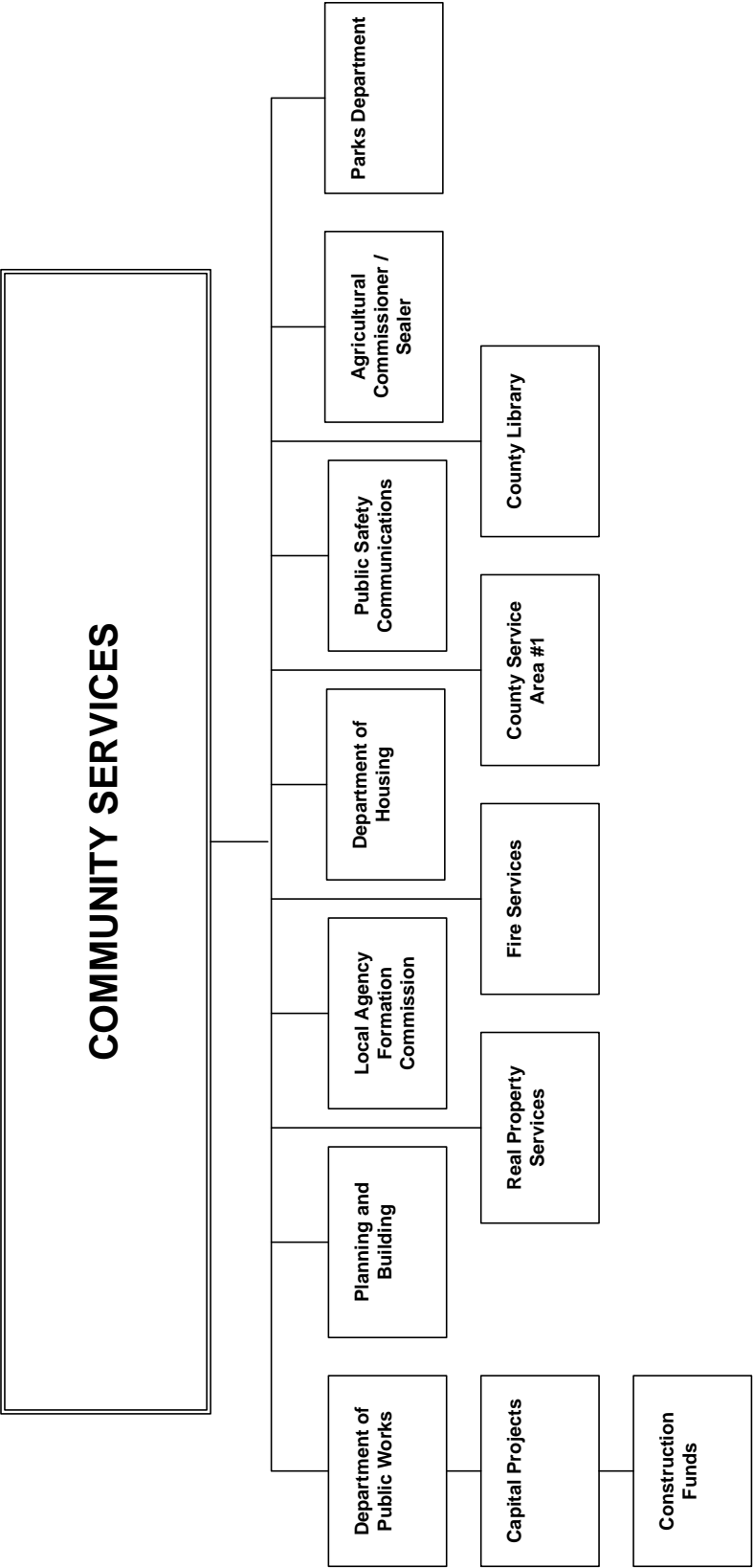
The highest standards
of public service

A common vision
of responsiveness

The highest standards
of ethical conduct

Treating people with respect
and dignity





Community Services

FY 2015-16 and 2016-17 All Funds Summary

Total Requirements	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
General Fund Budgets							
Planning and Building	6,665,782	8,176,079	10,231,735	10,964,626	732,891	10,462,992	(501,634)
Local Agency Formation Commission	267,578	308,670	375,602	366,090	(9,512)	366,090	
Parks Department	8,189,481	9,750,602	13,211,154	17,379,216	4,168,062	16,464,365	(914,851)
Office of Sustainability	149,753	251,296	7,780,281	23,496,338	15,716,057	17,052,996	(6,443,342)
Department of Public Works	21,684,021	21,903,540	29,161,569	29,508,338	346,769	28,631,601	(876,737)
Real Property Services	4,381,509	4,587,397	4,168,170	3,509,848	(658,322)	3,541,518	31,670
Agricultural Commissioner/Sealer	4,633,413	4,709,804	5,298,903	5,532,976	234,073	5,705,609	172,633
Public Safety Communications	9,527,119	10,514,920	11,330,521	11,751,028	420,507	12,248,251	497,223
Fire Protection Services	6,050,669	6,335,837	11,866,155	13,123,196	1,257,041	10,278,884	(2,844,312)
Housing and Community Development	8,371,910	11,269,313	10,387,341	10,980,585	593,244	13,211,166	2,230,581
Total General Fund	69,921,235	77,807,459	103,811,431	126,612,241	22,800,810	117,963,472	(8,648,769)
Non-General Fund Budgets							
Fish and Game	81,415	84,127	75,477	68,018	(7,459)	59,368	(8,650)
Coyote Point Marina	1,587,050	3,215,343	1,630,256	1,958,561	328,305	1,714,686	(243,875)
Road Construction and Operations	57,277,283	62,893,467	64,792,974	55,707,089	(9,085,885)	45,038,201	(10,668,888)
Construction Services	1,696,414	1,880,741	2,016,106	2,158,435	142,329	2,234,132	75,697
Vehicle and Equipment Services	14,162,316	16,398,536	17,439,614	19,365,569	1,925,955	19,735,511	369,942
Waste Management	10,429,634	11,476,249	12,470,250		(12,470,250)		
Utilities	67,364,903	74,241,128	87,496,523	91,937,215	4,440,692	72,872,769	(19,064,446)
Airports	4,228,875	4,224,500	5,898,627	3,780,838	(2,117,789)	3,378,655	(402,183)
Capital Projects Funds	31,074,744	122,806,192	169,638,279	253,634,447	83,996,168	180,734,359	(72,900,088)
Structural Fire	8,443,817	9,961,614	11,016,166	11,251,096	234,930	11,497,593	246,497
County Service Area #1	4,225,319	4,983,989	5,356,074	5,465,610	109,536	5,580,545	114,935
Total Non-General Fund	200,571,770	312,165,885	377,830,346	445,326,878	67,496,532	342,845,819	(102,481,059)
Total Requirements	270,493,005	389,973,344	481,641,777	571,939,119	90,297,342	460,809,291	(111,129,828)
Total Sources	260,040,995	378,334,562	463,081,286	546,643,144	83,561,858	434,114,737	(112,528,407)
Net County Cost	10,452,011	11,638,782	18,560,491	25,295,975	6,735,484	26,694,554	1,398,579

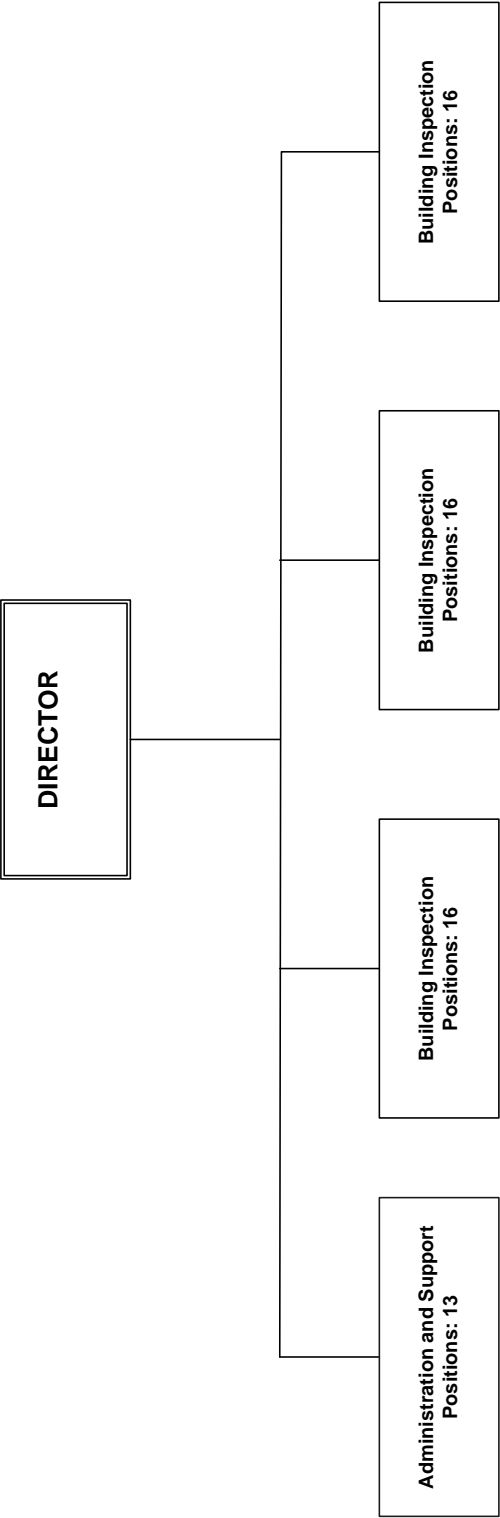
AUTHORIZED POSITIONS

Salary Resolution	491.0	506.0	509.0	526.0	17.0	527.0	1.0
Funded FTE	489.1	503.2	505.7	524.0	18.3	525.0	1.0

Information Only:

County Library	35,238,861	40,901,376	41,590,454	42,878,373	1,287,919	35,523,875	(7,954,498)
Housing Authority	70,206,334	74,707,939	73,293,337	69,798,511	(3,494,826)	69,798,511	

PLANNING AND BUILDING



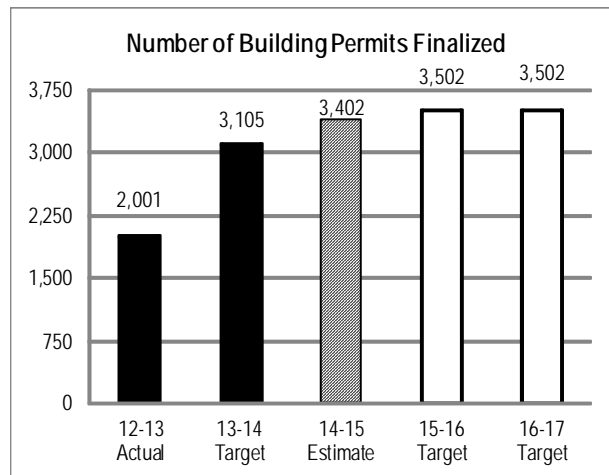
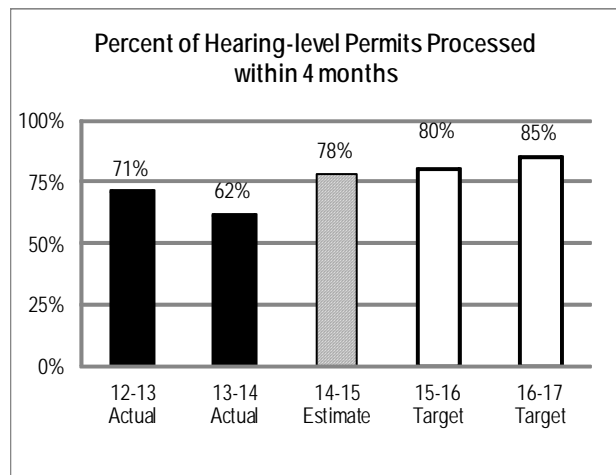
Department Locator

County

Community Services

▷ **Planning and Building Department**

Benchmark Measures



Mission Statement

The Planning and Building Department's mission is to serve the County and its communities by preparing, administering, and enforcing land use plans and development regulations that protect public safety, preserve agricultural and environmental resources, address housing and transportation needs, and create healthy and prosperous communities, in a manner that fosters community engagement and provides exceptional levels of service.

Overview

The Planning and Building department is responsible for the following core services.

- Update and implement the County's General Plan and associated development regulations.
- Process permits for land use and development projects.
- Issue building permits and inspect construction
- Enforce building, zoning, and other codes and regulations.

Major Accomplishments in FY 2013-15

The Planning and Building Department launched its new permit database in December 2013. In addition to enhancing the Department's ability to track and process permit applications, the new system provides on-line public access to information regarding the status of development proposals and code compliance cases. It also can be used to submit and process permits electronically. In 2014, the Department began to offer online filing for certain types of permits, and in the first half of 2015, made good progress in expanding its ability to process additional types online, among other ways, by obtaining the equipment and developing the procedures required to accept, create, and review electronic plans and other paperless information.

On October 8, 2014, the Planning Commission adopted staff's recommended revisions to the procedures used to review and approve Farm Labor Housing Projects, developed in close coordination with the Agricultural Advisory Committee. In addition to simplifying and streamlining the application and review process for new projects, the new procedures provide a less burdensome and more expeditious process for permit renewals.

Implementation of the new Rules and Procedures for Williamson Act Contracts was another focus of the Department during Fiscal Years 2013-14 and 2014-15. On December 9, 2014, the Board of Supervisors resolved the appeals of the first phase of contract non-renewals. A comprehensive analysis of the remaining contracts' consistency with the new rules was initiated in early 2015.

Progress towards implementing the North Fair Oaks Community Plan included the release of the draft Mixed Use Zoning District Regulations for a portion of Middlefield Road, developed in coordination with the NFO Parking and Zoning Workgroup and the North Fair Oaks Community Council.

Plan Princeton, which involves a comprehensive update to the land use designations and development controls applicable to the community of Princeton-by-the-Sea, evolved from the initial vision established in 2013, to a Preferred Plan that was presented to the public at a Community Workshop on April 11, 2015. The creation of the Preferred Plan was informed by extensive public outreach and community involvement, and an in-depth analysis of alternatives.

In the area of transportation planning, the Department made significant progress on a number of projects. Funds to construct new turning lanes and improved pedestrian crossings along Highway One were obtained from the Transportation Authority, and preliminary plans for these improvements have undergone extensive public review. A partnership with Caltrans to address erosion and coastal access at Surfers Beach was established in 2014 and the plans, permit applications and environmental reviews necessary to construct the project were completed. Connect the Coastside, a project to assess and plan for current and future transportation needs for the Midcoast region, completed an analysis of existing conditions and future projections that was presented at a public workshop on November 10, 2014, and led to the development of draft alternative solutions that was the subject of an April 15, 2015 workshop.

On April 28, 2015, the Board of Supervisors approved the Department's recommendation to adopt the 2014 update to the San Mateo County General Plan Housing Element, as certified by the State Department of Housing and Community Development. This update, along with the Department's involvement in a number of initiatives to address current housing needs and challenges, provides a policy framework for improving access to affordable housing throughout the County.

With regard to permits and code compliance, the Department saw a steady increase in the number of permit applications and a dramatic increase in the number of complaints regarding alleged construction and land use violations, many of which are controversial. Examples of difficult projects that were successfully processed by the Department included the Big Wave Wellness Center for disabled adults and associated business park, the Ascension Heights subdivision, the Waverly Place transitional housing project, and the amortization of catering and other commercial uses in a residential area of North Fair Oaks.

Upcoming Initiatives in FY 2015-16 and FY 2016-17

The Department will initiate a number of efforts to improve its systems, procedures, and organization so that it can effectively manage an increasing workload and improve levels of service. The Department will improve its permit database to simplify intake and application procedures, increase tracking abilities, enhance public accessibility to information, and expand the number of permits that can be obtained online. In conjunction with these improvements, the Department will provide its building inspectors and code compliance officers with the tools and training they need to enter inspection results, and complete other essential business tasks, while in the field. In addition, Code Compliance procedures will be studied and refined to improve the efficiency and effectiveness of enforcement actions, as well as responsiveness to the public.

Completing the transition to the Collaborative Performance Management System is another initiative that will be undertaken to improve levels of service. Increasing the frequency and extent of collaborative interactions and constructive feedback amongst staff and management will increase understanding of, and agreement on, the

Department's priorities, procedures, and expectations, in a manner that carries out Shared Vision 2025, the Department's mission statement, and the professional goals of individual employees.

With regard to long range planning, the Department will process amendments to the County's zoning and subdivision regulations necessary to carry out the North Fair Oaks Community Plan, Housing Element, and other housing initiatives. These amendments will be accomplished in conjunction with comprehensive updates to the zoning, subdivision, tree removal, and grading regulations that address current issues and create clear and effective standards, as well as efficient procedures.

The review and approval of Plan Princeton will be completed by the Planning Commission and the Board of Supervisors at the end of the 2016 calendar year, and result in the submittal of a Local Coastal Program (LCP) amendment to the California Coastal Commission. Anticipated benefits of this project include improved policies and regulations to address airport safety and compatibility, allowable land uses and development intensities, coastal access and recreation improvements, sensitive habitat and water quality protections, and sea level rise and shoreline erosion issues.

A number of important transportation projects will also be completed, including the construction of new Highway One turn lanes and pedestrian crossings conceptualized by the Midcoast Safety and Mobility Studies, the installation of an erosion protection device and coastal access stairway at Surfer's Beach, and the adoption of Connect the Coastside. These projects are expected to lead to improved circulation, enhanced public transit, and expanded and safer bicycle and pedestrian routes.

Planning and Building (3800B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		42,157					
Licenses, Permits and Franchises	2,906,885	3,245,735	2,740,595	3,044,560	303,965	3,094,560	50,000
Fines, Forfeitures and Penalties	14,450	32,676	15,000	15,000		15,000	
Intergovernmental Revenues	84,287		280,000		(280,000)		
Charges for Services	1,532,963	1,863,983	1,454,695	1,654,695	200,000	1,654,695	
Interfund Revenue	84,816	60,008					
Miscellaneous Revenue	108,137	288,572	354,366	174,200	(180,166)	174,200	
Other Financing Sources	265						
Total Revenue	4,731,803	5,533,132	4,844,656	4,888,455	43,799	4,938,455	50,000
Fund Balance	967,876	1,306,777	1,533,753	1,647,841	114,088	799,885	(847,956)
TOTAL SOURCES	5,699,679	6,839,909	6,378,409	6,536,296	157,887	5,738,340	(797,956)
REQUIREMENTS							
Salaries and Benefits	6,029,212	6,237,164	8,245,247	8,288,838	43,591	8,509,030	220,192
Services and Supplies	4,823,417	1,057,457	2,086,470	1,979,252	(107,218)	778,984	(1,200,268)
Other Charges	526,005	615,702	783,084	885,611	102,527	829,862	(55,749)
Fixed Assets				6,360	6,360		(6,360)
Other Financing Uses		31,739	32,304	42,641	10,337	43,692	1,051
Gross Appropriations	11,378,635	7,942,062	11,147,105	11,202,702	55,597	10,161,568	(1,041,134)
Intrafund Transfers	(5,130,182)	(279,623)	(1,478,012)	(800,718)	677,294	(111,218)	689,500
Net Appropriations	6,248,453	7,662,439	9,669,093	10,401,984	732,891	10,050,350	(351,634)
Contingencies/Dept Reserves	417,329	513,640	562,642	562,642		412,642	(150,000)
TOTAL REQUIREMENTS	6,665,782	8,176,079	10,231,735	10,964,626	732,891	10,462,992	(501,634)
NET COUNTY COST	966,103	1,336,170	3,853,326	4,428,330	575,004	4,724,652	296,322
AUTHORIZED POSITIONS							
Salary Resolution	48.0	49.0	50.0	53.0	3.0	53.0	
Funded FTE	47.5	48.6	49.3	52.9	3.6	52.9	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$157,887 or 2.5% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is a net increase of \$303,965 in this funding source due to an upward trend in permit activity.

Intergovernmental Revenues

There is a net decrease of \$280,000 in this funding source due to the deletion of one-time grant revenue associated with the Surfer's Beach device project.

Charges for Services

There is a net increase of \$200,000 in this funding source due to an upward trend in Engineering Services and Plan Checking revenues.

Miscellaneous Revenue

There is a net decrease of \$180,166 in this funding source due to deletion of one-time project reimbursement associated with the Big Wave development proposal.

Fund Balance

There is a net increase of \$114,088 in this funding source due to anticipated FY 2014-15 excess revenue and savings in position vacancies including Planning Services Manager, Management Analyst, and Planner III.

TOTAL REQUIREMENTS

Total Requirements increased by \$732,891 or 7% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$43,591 in this expenditure category due to the addition of three permanent positions. This increase was partially offset by the deletion of one-time costs associated with Office of Sustainability funding and the deletion of one term position.

Services and Supplies

There is a net decrease of \$107,218 in this expenditure category due to the completion of the Plan Princeton initiative and decreased spending on the Surfer's Beach device project.

Other Charges

There is a net increase of \$102,527 in this expenditure category due to annual increases in County Service Charges including Information Services, rental of facilities, and the purchase of replacement vehicles.

Fixed Assets

There is a net increase of \$6,360 due to the anticipated purchase of one scanner to support an electronic document filing initiative.

Other Financing Uses

There is a net increase of \$10,337 in this expenditure category due to an increase in the 10% Rent Surcharge.

Intrafund Transfers

There is a net decrease of \$677,294 in this funding source due to deletion of several one-time increases associated with significant long range planning projects including Plan Princeton, the Comprehensive Transportation Plan, and the Surfer's Beach device project.

Contingencies/Departmental Reserves

The balance in General Fund Reserves represents 5% of Net Appropriations, which exceeds the County 2% Reserves policy by \$354,602. There are no changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of \$575,004 or 15% in this Department's General Fund allocation.

FY 2016-17 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$797,956 or 12% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is a net increase of \$50,000 in this funding source due to an upward trend in permitting activity.

Fund Balance

There is a net decrease of \$847,956 in this funding source due to lower anticipated salary savings and lower anticipated excess revenue than FY 2015-16.

TOTAL REQUIREMENTS

Total Requirements decreased by \$501,634 or 4.5% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$220,192 in this expenditure category due to the inclusion of step increases, negotiated salary increases, increases in retirement contributions and health benefit costs.

Services and Supplies

There is a net decrease of \$1,200,268 in this expenditure category due to the completion of significant technology and long range planning initiatives including the Surfer's Beach device project, the Comprehensive Transportation Plan, and the Multimodal Trail project. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net decrease of \$55,749 in this expenditure category due to the deletion of a one-time vehicle purchase. This decrease was partially offset by annual service charge increases.

Fixed Assets

There is a net decrease of \$6,360 due to the removal of one-time purchases from FY 2015-16.

Other Financing Uses

There is a net increase of \$1,051 in this expenditure category due to increased 10% Rent Surcharge.

Intrafund Transfers

There is a net decrease of \$689,500 in this expenditure category due to the deletion of one-time transfers associated with long range planning initiatives including the Surfer's Beach Device project, the Comprehensive Transportation Plan, and the Multimodal Trail project.

Contingencies/Departmental Reserves

There is net decrease of \$150,000 in this expenditure category. The balance in General Fund Reserves represents 4% of Net Appropriations, which exceeds the County 2% Reserves policy by \$211,635.

NET COUNTY COST

There is an increase of \$296,322 or 6.7% in this Department's General Fund allocation.

Administration and Support (3810P)

Program Locator

County

Community Services

Planning and Building Department

▷ **Administration and Support**

Program Outcome Statement

Provide leadership and internal operational support

Program Results

The Administration and Support Program offers direction and guidance to three programs within the Department: Long Range Planning, Current Planning, and Building Inspection. The program provides fiscal oversight, payroll, budget, network administration, word processing, graphics, reception and administrative support. Administration and Support also serves as a critical source of document preparation, graphics, and the IT support needed by the Zoning Hearing Officer, Planning Commission, and Board of Supervisors to enable informed decisions regarding land use and development. The IT support component of the Program maintains a reliable computer network, allowing staff to perform their work efficiently and provide residents with timely access to information through its on-line permit tracking system.

The Department has now implemented the cloud-based Accela Permit Tracking System. Administration and Support continues to customize and configure the software in order to enhance efficiency and customer service. The public can now initiate and pay for certain building permits online, and the implementation of a process to enable Electronic Plan Submission and Review is a priority in FY 2015-16. Administration and Support has also initiated a transition to the Collaborative Performance Management System, which will enhance the relationship between the goals of individual staff and the overall goals of the Department in addition to tracking Program priorities in FY 2015-16 and FY 2016-17.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of customers rating services of Good or Better	84%	97%	90%	90%	90%
Percent of Employee Evaluations Completed Annually	13%	26%	40%	70%	75%
Percent of outcome and efficiency goals met	50	50	60	65	75

Administration and Support (3810P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	15.0	14.0	15.0	15.0		15.0	
Funded FTE	14.9	14.0	14.8	15.0	0.3	15.0	
 Total Requirements	837,843	3,038,145	4,062,844	3,857,984	(204,860)	3,730,787	(127,197)
Total Sources	973,333	1,315,810	1,533,753	1,647,841	114,088	799,885	(847,956)
Net County Cost	(135,490)	1,722,336	2,529,091	2,210,143	(318,948)	2,930,902	720,759

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the mid-year transfer of one Senior Graphics Specialist position within the department to better align staffing and program services. One-time technology contract costs have been deleted. Fund balance estimate has been adjusted to reflect salary savings and strong revenues in FY 2014-15.

Total Requirements	Total Sources	Net County Cost	Positions
(358,637)	114,088	(472,725)	(1)

2. Accela Specialist Position

Following the Department's successful configuration and implementation of the cloud-based Accela Permit Tracking system, Administration and Support has identified the need for a permanent Accela Specialist position.

Total Requirements	Total Sources	Net County Cost	Positions
153,777	0	153,777	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(204,860)	114,088	(318,948)	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. The fund balance estimate was revised downward to reflect lower year end savings in FY 2015-16 than in FY 2014-15, due to lower reserves and a lower level of carried over funding for continued appropriations.

Total Requirements	Total Sources	Net County Cost	Positions
(127,197)	(847,956)	720,759	0

Long Range Planning Services (3830P)

Program Locator

County

Community Services

Planning and Building Department

▷ **Long Range Planning**

Program Outcome Statement

Promote sustainable development by updating plans, regulations, and procedures

Program Results

Long Range Planning will continue to revise and update the County's General Plan, Zoning, and Development Regulations to create livable communities, protect the environment, and support sustainable economic development.

In FY 2015-17, Long Range Planning's priorities include amending the zoning and subdivision regulations to implement the Housing Element and North Fair Oaks Community Plan; completion of the Princeton Local Coastal Program Update ("Plan Princeton") and the Coastside Comprehensive Transportation Management Plan ("Connect the Coastside"); streamlining the permit process for projects that support agriculture and provide affordable housing; updating grading and tree removal regulations; and, developing information and pursue funds to construct trail and roadway improvements. Long Range Planning will also administer the Williamson Act Program, San Francisco Airport Roundtable, and Zoning Hearing Officer functions; enforce building, zoning, tree removal, and grading regulations; and, apply for grants to fund other needed updates to the County's Plans and Regulations.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Achievement of land use and development emission reduction targets established by Climate Action Plan ¹	---	15%	30%	45%	60%
Completion of Implementation Actions Identified By Housing Element and North Fair Oaks Community Plan	---	50%	60%	70%	100%
Number of days to complete site inspection following receipt of code compliance complaint ²	---	3	3	3	3

¹The timeframe for implementing all of the emission reduction measures contained in the CAP concludes in the year 2020.

²Benchmark is Marin County, who has a target of 7 days.

Long Range Planning Services (3830P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	5.0	7.0	7.0	8.0	1.0	8.0	
Funded FTE	5.0	7.0	7.0	8.0	1.0	8.0	
 Total Requirements	1,395,127	736,769	1,267,903	1,407,589	139,686	1,329,838	(77,751)
Total Sources	163,345	155,337	351,200	71,200	(280,000)	71,200	
Net County Cost	1,231,783	581,431	916,703	1,336,389	419,686	1,258,638	(77,751)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. One-time grant revenue has been deleted.

Total Requirements	Total Sources	Net County Cost	Positions
22,029	(280,000)	302,029	0

2. Code Compliance Officer Position:

Budget adjustments are made to provide increased levels of service through the addition of a full time Code Compliance Officer.

Total Requirements	Total Sources	Net County Cost	Positions
117,657	0	117,657	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
139,686	(280,000)	419,686	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. One-time contract expenditures from FY 2015-16 have been deleted.

Total Requirements	Total Sources	Net County Cost	Positions
(77,751)	0	(77,751)	0

Building Inspection (3842P)

Program Locator

County

Community Services

Planning and Building Department

▷ **Building Inspection Services**

Program Outcome Statement

Protect public health and safety by enforcing building codes

Program Results

Building Inspection Services protects the health and safety of County residents' property by ensuring that permitted construction within the unincorporated area of San Mateo County meets current building code standards. Ensuring that building inspectors and plan reviewers have the tools and certifications they need to perform their duties efficiently and effectively will be a priority for Fiscal Years 2015-16 and 2016-17.

To this end, building staff will continue to provide input and assistance to the Department's effort to improve its permit tracking system in Fiscal Years 2015-16 and 2016-17. These improvements will enhance property owner and applicant access to permit information, streamline workflows, enhance project tracking and management, and increase permit processing efficiencies. Refining the Electronic Document Review process will be an important element of the system upgrade, and will allow applicants to submit plans and documents 24 hours a day, 7 days a week. Providing inspectors with mobile devices that will allow them to enter inspection results and conduct other tasks in the field will be another improvement that will increase efficiency.

In FY 2015-16, the number of building permits finalized is expected to reach 3,502, up from 2,001 permits in FY 2012-13. The percentage of major-type building permits (any permit exceeding 50% of the value of an existing building as determined by the Building Official) being issued within 365 days will continue to meet its 90% target in FY 2014-15. The one year timeframe represents the necessary time for all departments, agencies, and the applicant to submit and respond to code and regulation comments prior to issuing a permit.

San Mateo County has an Insurance Service Office (ISO) rating of 2 (in a range from 1 to 10 with 1 being the best). San Mateo County is in the top 17% of all cities and counties within the State of California with respect to ISO ratings. Prior to 2008, San Mateo County consistently received an ISO rating of 7. Maintaining an ISO rating of 2 or better is a goal of the Department that will be achieved by keeping the County's Building Regulations up to date and ensuring that inspectors and plan reviewers have the tools and certifications required to effectively enforce these regulations.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of building permits finalized	2,001	3,105	3,402	3,502	3,502
% of major-type building permits issued within 365 days	84%	89%	90%	90%	90%
Maintain an ISO Rating of 2	2	2	2	2	2

Building Inspection (3842P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	15.0	15.0	15.0	16.0	1.0	16.0	
Funded FTE	14.8	14.7	14.7	15.9	1.2	15.9	
 Total Requirements	3,380,644	1,926,794	2,432,829	3,102,083	669,254	3,012,642	(89,441)
Total Sources	3,698,160	3,955,279	3,492,015	3,865,980	373,965	3,865,980	
Net County Cost	(317,516)	(2,028,485)	(1,059,186)	(763,897)	295,289	(853,338)	(89,441)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. Contract expenditures were increased to meet current level demand for contracted plan checking and geotechnical services.

Total Requirements	Total Sources	Net County Cost	Positions
517,445	373,965	143,480	0

2. Building Operations Supervisor

The Department proposes creation of a Building Operations Supervisor Position. The addition will enhance customer service and building efficiency by adding oversight and additional counter staffing.

Total Requirements	Total Sources	Net County Cost	Positions
151,809	0	151,809	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
669,254	373,965	295,289	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. These increases were offset by the deletion of one-time vehicle purchase, one-time fixed asset purchase, and one-time contract expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
(89,441)	0	(89,441)	0

Planning and Development Review (3843P)

Program Locator

County

Community Services

Planning and Building Department

▷ Current Planning

Program Outcome Statement

Enhance quality of life and the environment through enforcement of land use, development, and environmental regulations

Program Results

Current Planning protects and improves the community and the environment by processing permits for land use and development projects in the unincorporated areas of San Mateo County, in a manner that complies with the County General Plan, Local Coastal Program, Zoning/Subdivision Regulations and state and County environmental statutes. At the Development Review Center, staff receive and review plans and permit applications, and provide the public with information about zoning, land use, environmental regulations, and best management practices in order to facilitate the permitting process, improve the quality of future development, and protect neighborhood quality and property values. Current Planning also provides project coordination, research and analysis, and reports and recommendations regarding proposed developments compliance with land use regulations to 11 Boards, Commissions and Committees, including the Board of Supervisors, that provide a forum for resolving land use conflicts and make land use recommendations and decisions.

In FY 2015-17, Current Planning has prioritized expanding capacity and developing procedures for electronic permit processing, document management, and information sharing; improving the functionality of the permit tracking system to increase efficiency and accountability; revising internal procedures to increase accuracy, efficiency, and effectiveness; assisting Long Range Planning with plan and regulation updates.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Customers Assisted within 20 minutes	83%	76%	77%	80%	85%
Percent of Hearing-level Permits Processed within 4 months.	71%	62%	78%	80%	85%
Average Number of Days from Application to Decision of Design Review Applications ¹	22	27	27	25	20

¹Includes only staff-level DRX permits.

Planning and Development Review (3843P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	13.0	13.0	13.0	14.0	1.0	14.0	
Funded FTE	12.9	12.9	12.9	14.0	1.1	14.0	
 Total Requirements	1,052,168	2,474,370	2,468,159	2,596,970	128,811	2,389,725	(207,245)
Total Sources	864,841	1,413,483	1,001,441	951,275	(50,166)	1,001,275	50,000
Net County Cost	187,326	1,060,887	1,466,718	1,645,695	178,977	1,388,450	(257,245)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the mid-year transfer of one Senior Graphics Specialist position from within the department to better align staffing and program services. Total sources were adjusted to reflect the end of the 3-year Plan Princeton project and corresponding Intrafund Transfers. Requirements were increased to reflect higher expenditures during the continuing Comprehensive Transportation Management Plan.

Total Requirements	Total Sources	Net County Cost	Positions
128,811	(50,166)	178,977	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. One-time contract expenditures have been deleted, and permit revenue has been projected at a higher rate.

Total Requirements	Total Sources	Net County Cost	Positions
(207,245)	50,000	(207,245)	0

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Local Agency Formation Commission (3570B)

Department Locator

County

Community Services

▷ Local Agency Formation Commission (LAFCo)

Department Mission Statement

Provide staff support to the Local Agency Formation Commission to ensure city and special district organization and boundary changes comply with State law and State-mandated studies are completed in compliance with State law.

Program Results

LAFCo has responsibility in the following areas affecting local government in the County:

- Discourage urban sprawl and encourage orderly growth and development of local government agencies
- Prevent premature conversion of agricultural and open space lands
- Review and approve or disapprove organizational change applications for the 20 cities, 23 independent special districts and 32 County-governed special districts, including annexation, incorporation and district formation or dissolution
- Conduct municipal service reviews and sphere of influence updates for these agencies in a five-year cycle
- Perform and assist in studies of local government agencies to improve efficiency and reduce the cost of providing urban services

The FY 2013-14 and FY 2014-15 work program included: completion of municipal service reviews for ten cities and eight special districts; a special study of the Los Trancos County Water District and assistance to the District in preparing an application for reorganization; processing the Granada Sanitary District reorganization proposal; and initiation of consultant prepared municipal service reviews for north County cities, special districts and the San Mateo County Harbor District.

The FY 2015-16 work program priorities include: processing of various city and special district annexation applications; continued processing of municipal service reviews for north County cities, special districts and the San Mateo County Harbor District; and preparation of municipal service reviews for several Peninsula cities.

The FY 2016-17 work program priorities include: processing of various city and special district municipal service reviews; and preparation of second round municipal service reviews for county-wide and regional special districts.

Local Agency Formation Commission (3570B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	154,918	197,272	228,336	260,938	32,602	260,938	
Charges for Services	36,497	19,533	25,000	25,000		25,000	
Miscellaneous Revenue	2,636						
Total Revenue	194,051	216,805	253,336	285,938	32,602	285,938	
Fund Balance	73,526	91,865	122,266	80,152	(42,114)	80,152	
TOTAL SOURCES	267,578	308,670	375,602	366,090	(9,512)	366,090	
REQUIREMENTS							
Salaries and Benefits	207,812	235,349	287,627	321,572	33,945	329,060	7,488
Services and Supplies	26,173	25,086	125,443	25,497	(99,946)	25,497	
Other Charges	19,187	24,605	46,438	52,297	5,859	52,297	
Gross Appropriations	253,172	285,039	459,508	399,366	(60,142)	406,854	7,488
Intrafund Transfers	(77,459)	(98,636)	(126,534)	(130,469)	(3,935)	(130,469)	
Net Appropriations	175,713	186,403	332,974	268,897	(64,077)	276,385	7,488
Contingencies/Dept Reserves	91,865	122,266	42,628	97,193	54,565	89,705	(7,488)
TOTAL REQUIREMENTS	267,578	308,670	375,602	366,090	(9,512)	366,090	

AUTHORIZED POSITIONS

Salary Resolution	1.0	1.0	1.0	1.0		1.0
Funded FTE	1.0	1.0	1.0	1.0		1.0

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$9,512 or 2.5% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$32,602 in this funding source due to an increase in the LAFCo operating budget that results in increase in apportionment to Cities and Special Districts.

Fund Balance

There is a net decrease of \$42,114 in this funding source resulting from changes in estimated expenditures for the prior year.

TOTAL REQUIREMENTS

Total Requirements decreased by \$9,512 or 2.5% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$33,945 in this expenditure category due to adjustments for benefits and an increase in anticipated extra-help costs.

Services and Supplies

There is a net decrease of \$99,946 in this expenditure category due the removal of one-time costs for consulting services to complete State-mandated municipal service reviews. The balance of the changes are minor adjustments to various accounts.

Other Charges

There is a net increase of \$5,859 in this expenditure category due to increases in ISD automation charges, County facility rental charges, insurance costs and increases in A-87 expenses.

Intrafund Transfers

There is a net increase of \$3,935 in this expenditure category due to increase in LAFCo operating budget resulting in an increase to the County based on the funding formula that allocates one-third of the LAFCo net operating budget to the County.

Contingencies/Departmental Reserves

There is net increase of \$54,565 in this expenditure category due to cost savings from the removal of one-time costs for consulting services. The balance in Reserves meets the Commission's reserve policy of at least 3% of net operating budget.

NET COUNTY COST

State-mandated County apportionment of one-third of the LAFCo budget is shown as an intrafund transfer above. The balance of the LAFCo budget is offset by fees and city and special district contributions.

FY 2016-17 Budget Overview**TOTAL SOURCES**

There are no changes to Total Sources from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget.

TOTAL REQUIREMENTS

There is no net increase or decrease to Total Requirements from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$7,488 in this expenditure category due to increased benefit costs.

Contingencies/Departmental Reserves

There is a net decrease of \$7,488 in this expenditure category to offset the increase in Salaries and Benefits. The balance in Reserves meets the Commission's reserve policy of at least 3% of the net operating budget.

NET COUNTY COST

State-mandated County apportionment of one-third of the LAFCo budget is shown as an intrafund transfer above. The balance of the LAFCo budget is offset by fees and city and special district contributions.

Local Agency Formation Commission (3570B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	1.0	1.0	1.0	1.0		1.0	
Funded FTE	1.0	1.0	1.0	1.0		1.0	
 Total Requirements	267,578	308,670	375,602	366,090	(9,512)	366,090	
Total Sources	267,578	308,670	375,602	366,090	(9,512)	366,090	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; an anticipated increased extra help costs; and removal of funds for one-time consulting services.

Total Requirements	Total Sources	Net County Cost	Positions
(9,512)	(9,512)	0	0

FY 2016-17 Program Funding Adjustments

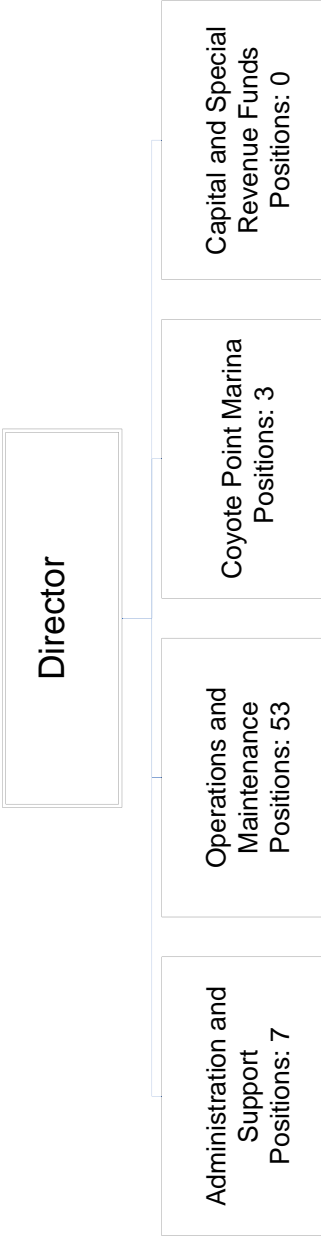
The following are significant changes from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases.

Total Requirements	Total Sources	Net County Cost	Positions
7,488	0	7,488	0
(7,488)	0	(7,488)	0

PARKS DEPARTMENT



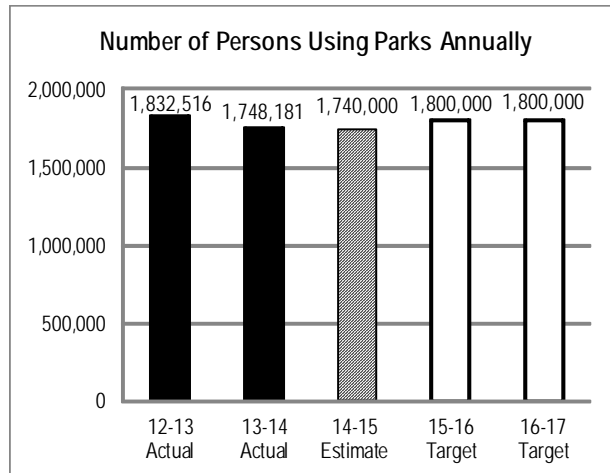
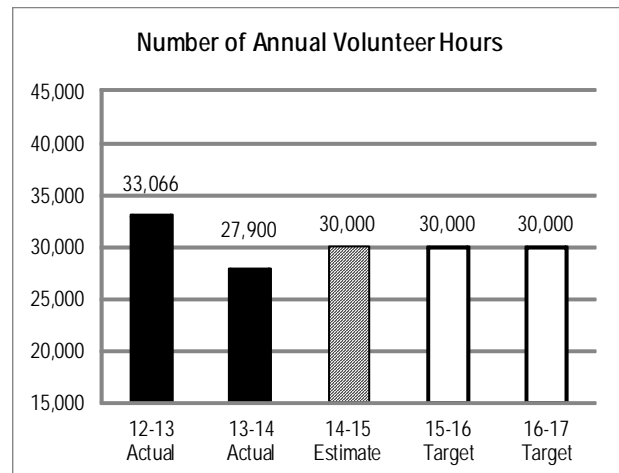
Department Locator

County

Community Services

▷ County Parks

Benchmark Measures



Mission Statement

Through stewardship, the San Mateo County 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.

Overview

Annually, more that 1.7 million people visit the 20 San Mateo County Parks for healthy outdoor activities and education. Visitors come to picnic, camp, use the meeting facilities, tour three historic sites, visit two education centers, and hike, bike and ride horses on 189 miles of trails. The Program also provides support for the Parks and Recreation Commission, and the San Bruno Mountain Habitat Conservation Plan.

Parks staff completed 19 Measure A non-capital projects in FY 2013-14 valued at \$201,248. In FY 2014-15 Parks is scheduled to finish another 57 Measure A non-capital projects valued at \$1,135,915. In FY 2015-16 and FY 2016-17 Parks is scheduled to work and complete 44 Measure A non-capital projects valued at \$4,073,000 and 16 Measure A non-capital projects valued at \$3,000,000 respectively. These projects will help the park system upgrade its infrastructure and facilities to current standards deserving of park visitors and San Mateo County residents. Additionally, Parks is now taking on capital projects that do not need the involvement of the Department of Public Works. This will allow the Department to maintain control over vendor selection and payments as well as management of project schedules and budgets.

The Coyote Point Marina Program provides and maintains a safe and fully-utilized recreational facility for the boating public which has operated continuously for 54 years. The Marina offers emergency patrol boat response, environmental protection, security and assistance to marina users, outside agencies, visitor special interest groups, and the community. The Marina also provides electrical and water service to berthers as well as an oil collection station, boat refueling, a boat wash down area, and a three lane launch ramp.

The Coyote Point Marina Program completed construction of dock 29 in FY 2013-14, which is a new replacement dock system for large boats and is due to complete the replacement of the Marina's fuel dock in FY 2014-15. The completion of the fuel dock should attract additional boaters to the Marina for either one time fueling as boaters pass through the Marina, as well as long-term berthers. In FY 2015-16 and FY 2016-17, the Marina will have to perform dredging to avoid additional sediment accumulation in the Bay that can make the Marina inaccessible to boaters.

The Parks Acquisition and Development Fund is where the funds for the acquisition of land for the County park system, restoration and development of County park facilities and Parks Capital Projects are held. Over the last nine years, more than \$13 million in external funding has been received from State Park Bonds, the San Mateo County Parks Foundation, State, Federal and local grants, Intrafund Transfers, private and corporate donations to fund capital improvement projects.

Parks staff will complete five projects from the fund this year. These are Coyote Bay Trail, Mirada Surf Restroom Install and Coastal Trail, Fitzgerald Marine Reserve Parking Lot, Pigeon Point Construct Guard Rail, and the Crystal Springs Trail South of Dam. In FY 2015-16 four projects are schedule to be completed and one in FY 2016-17.

From the Fish and Game Fund, operations for the propagation and conservation of fish and wildlife and environmental programs to the public are funded from fines collected by the Courts for violations of the California Fish and Game Code in San Mateo County. Operations include in-stream migration barrier removal, and related environmental education programs such as research and informational materials.

Parks Department (3900B)
ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		807,069	3,025,347	4,667,000	1,641,653	3,000,000	(1,667,000)
Fines, Forfeitures and Penalties	6,331	8,084	3,950	4,450	500	4,450	
Use of Money and Property	225,389	193,324	178,794	146,575	(32,219)	134,575	(12,000)
Intergovernmental Revenues	757,154	2,572,354	1,285,462	600,000	(685,462)	101,923	(498,077)
Charges for Services	2,406,311	2,973,769	2,709,464	2,743,300	33,836	2,743,300	
Interfund Revenue		36,262	25,750	27,500	1,750	27,500	
Miscellaneous Revenue	613,055	546,454	55,000	2,800	(52,200)	2,800	
Other Financing Sources			999,735	182,222	(817,513)	561,815	379,593
Total Revenue	4,008,240	7,137,317	8,283,502	8,373,847	90,345	6,576,363	(1,797,484)
Fund Balance	3,397,756	3,828,491	2,995,088	3,552,297	557,209	1,262,743	(2,289,554)
TOTAL SOURCES	7,405,996	10,965,807	11,278,590	11,926,144	647,554	7,839,106	(4,087,038)
REQUIREMENTS							
Salaries and Benefits	5,821,513	7,138,843	8,641,405	9,326,871	685,466	9,888,681	561,810
Services and Supplies	2,057,087	2,233,942	5,040,537	8,391,382	3,350,845	5,728,606	(2,662,776)
Other Charges	1,427,312	1,480,761	1,883,551	2,075,656	192,105	2,099,648	23,992
Fixed Assets	74,504	1,788,881	1,144,928	1,420,822	275,894	620,000	(800,822)
Other Financing Uses	951,485	1,990,292	1,522,988	1,154,075	(368,913)	6,122	(1,147,953)
Gross Appropriations	10,331,901	14,632,720	18,233,409	22,368,806	4,135,397	18,343,057	(4,025,749)
Intrafund Transfers	(205,472)	(114,777)	(715,912)	(1,681,248)	(965,336)	(944,730)	736,518
Net Appropriations	10,126,429	14,517,942	17,517,497	20,687,558	3,170,061	17,398,327	(3,289,231)
Contingencies/Dept Reserves	170,530	127,897	175,524	457,039	281,515	319,466	(137,573)
Non-General Fund Reserves	3,339,463	2,718,230	1,697,457	805,704	(891,753)	532,626	(273,078)
TOTAL REQUIREMENTS	13,636,423	17,364,070	19,390,478	21,950,301	2,559,823	18,250,419	(3,699,882)
NET COUNTY COST	6,230,427	6,398,262	8,111,888	10,024,157	1,912,269	10,411,313	387,156
AUTHORIZED POSITIONS							
Salary Resolution	51.0	62.0	61.0	63.0	2.0	64.0	1.0
Funded FTE	51.2	61.8	60.8	63.0	2.2	64.0	1.0

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$647,554 or 5.7% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$1,641,653 in this funding source due to increase in Measure A funding as the Parks Department is handling additional Measure A funded capital and non-capital projects in-house that do not require the direct involvement of the Department of Public Works.

Fines, Fees and Forfeitures

There is a net increase of \$500 in this funding source due to an increase in parking citations within the park system.

Use of Money and Property

There is a net decrease of \$32,219 in this funding source due to a reduction of \$42,825 in concession revenue from Board Sports at Coyote Point Park during construction at the Park and \$394 in Ranger housing rental due to short term vacancies. This decrease was partially offset by an increase of \$11,000 in Interest Earned due to budgeting of interest earnings in the Parks Acquisitions & Development Fund closer to year-end actuals.

Intergovernmental Revenues

There is a net decrease of \$685,462 in this funding source due to the reduction of \$1,285,462 in grant revenue expected to be received due to the completion of three major projects. This decrease was partially offset by an increase of \$600,000 in grant revenue in FY 2015-16 for three new capital projects.

Charges for Services

There is a net increase of \$33,836 in this funding source due to an expected increase of \$456,312 in reservation fees and annual pass sales. This increase was partially offset by a decrease of \$422,476 in Marina berth rentals due to unrealized revenue from Dock 29 berth rentals, camping permits due to the closure of half of Memorial Park, Other Parks & Recreation special events due to closure of half of Memorial Park, and Other Sales due to the non-operation of the fuel dock at Coyote Point Marina.

Interfund Revenue

There is a net increase of \$1,750 in this funding source due to an increase in budget and administration fees from the San Bruno Mountain Habitat Conservation Plan.

Miscellaneous Revenue

There is a net decrease of \$52,200 in this funding source due to expected reduction in revenue from Workers Compensation Insurance, SDI Payments and Other Miscellaneous Revenue.

Other Financing Sources

There is a net decrease of \$817,513 in this funding source due primarily to funds meant for the purchase of equipment and on-going yearly costs for the maintenance of Devil's Slide Trail that were supposed to have come in FY 2014-15 from the Department of Public Works. Instead, funds are due to come in FY 2015-16 via an Intrafund Transfer.

Fund Balance

There is a net increase of \$557,209 in this funding source based on FY 2014-15 projections. Fund Balance used for one-time projects and purchases in FY 2014-15 have been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by \$2,559,823 or 13.2% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$685,466 in this expenditure category due to negotiated labor increases, merit increases, additional extra help hours, and position additions. Two new positions were added for Parks administration, including one Resource Conservation Specialist to help with managing the natural resources within the Parks system and one Interpretive Specialist to gather, present, and explain information concerning the Park's Interpretive Program. The increase also accounts for the replacement of one Fiscal Office Specialist with an Accountant II, two Ranger II Term positions, one MPA Fellow to be shared 25% with the County Manager's office, and additional Park Aide extra-help hours.

Services and Supplies

There is a net increase of \$3,350,845 in this expenditure category due primarily to increase expenditures as the Parks Department will be handling 44 Measure A and six General non-capital projects in FY 2015-16. The increase was partially offset by a reduction in Other Professional Contract Services as a number of Capital Projects are scheduled to be completed in FY 2014-15; the balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of \$192,105 in this expenditure category due to adjustments to meet service charge budgets.

Fixed Assets

There is a net increase of \$275,894 due to the addition of one time purchases from FY 2014-15.

Other Financing Uses

There is a net decrease of \$368,913 in this expenditure category due to a reduction of \$370,363 in Capital Projects – Operating Transfer Out to the Department of Public Works due to the completion of three major capital projects in FY 2014-15. This decrease was partially offset by an increase of \$1,450 in Facility Surcharge.

Intrafund Transfers

There is a net increase of \$965,336 in this expenditure category to cover the salary and benefit costs of three agile workforce positions, purchase of equipment and yearly maintenance costs for the Devil's Slide Trail, and non-capital project expenses for general fund projects. This increase was offset by a corresponding increase in Salary and Benefits, Services and Supplies, and Fixed Assets.

Contingencies/Departmental Reserves

There is net decrease of \$610,238 in this expenditure category due to the use of Reserves to offset the decline in grant revenue necessary to offset expenditures in capital projects. The balance in Reserves represents 6.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$848,992.

NET COUNTY COST

There is an increase of \$1,912,269 or 23.5% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$4,087,038 or 34.2% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$1,667,000 in this funding source due to a reduction in Measure A funding due to lower cost of capital and non-capital projects being handled by the Parks Department.

Use of Money and Property

There is a net decrease of \$12,000 in this funding source due to reduced interest earnings in the Parks Acquisition and Development Fund.

Intergovernmental Revenues

There is a net decrease of \$498,077 in this funding source due to a reduction of \$600,000 in grant revenue as all grant funded capital projects are scheduled to be completed in FY2015-16. This decrease is partially offset by an increase of \$101,923 from the Granada Sanitary District and other governmental agencies to cover salary and benefits costs for one Park Ranger II position for maintenance and operation needs in the Granada sanitary District and San Mateo County parks on the coast side.

Other Financing Sources

There is a net increase of \$379,593 in this funding source primarily from the Park Dedication Trust Fund used to offset reductions in Fund Balance.

Fund Balance

There is a net decrease of \$2,289,554 in this funding source due to a decrease in Reserves. Fund Balance was higher in FY 2015-16 due to significant carried over funds from FY 2013-14. Fund Balance used for one-time projects and purchases in FY 2015-16 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements decreased by \$3,699,882 or 16.8% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$561,810 in this expenditure category due to expected merit increases, standard cost of living increases, and the addition on one Park Ranger II position to manage the maintenance and operations of the Granada Sanitary District and San Mateo County Parks located on the coast side.

Services and Supplies

There is a net decrease of \$2,662,776 in this expenditure category due to a reduction in expenditures associated with Measure A and General Fund non-capital and capital projects; the balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of \$23,992 in this expenditure category primarily due to increases in Motor Vehicle Replacement Charges, Vehicle Mileage Charges, County property Insurance, and County Facility Charges; the balance of the changes are adjustments to meet budget targets.

Fixed Assets

There is a net decrease of \$800,822 due to the removal of one-time purchases from FY 2015-16.

Other Financing Uses

There is a net decrease of \$1,147,953 in this expenditure category due to the fact that there are no capital projects scheduled for construction in FY 2016-17. Planning, design, engineering and permit fees are all scheduled to be paid in FY 2015-16. No grant funding has been secured as of yet to fund projects in FY 2016-17.

Intrafund Transfers

There is a net decrease of \$736,518 in this expenditure category due the removal of one-time purchases from FY 2015-16 and lower cost General Fund non-capital projects.

Contingencies/Departmental Reserves

There is net decrease of \$410,651 in this expenditure category due to the use of Reserves to offset the decline in revenue necessary to cover expenditures in Parks Administration and the Coyote Point Marina Enterprise Fund. The balance in Reserves represents 4.9% of Net Appropriations, which exceeds the County 2% Reserves policy by \$504,125.

NET COUNTY COST

There is an increase of \$387,156 or 3.8% in this Department's General Fund allocation.

Parks Department (3900B)

Program Locator

County

Community Services

Department of Parks

▷ **Parks**

Program Outcome Statement

Ensure access to open spaces and park facilities and manage natural and cultural resources

Program Results

Annually, more than 1.7 million people visit the 20 San Mateo County Parks for healthy outdoor activities and education. Visitors come to picnic, camp, use the meeting facilities, tour three historic sites, visit two education centers, and hike, bike and ride horses on 189 miles of trails. The Program also provides support for the Parks and Recreation Commission, and the San Bruno Mountain Habitat Conservation Plan.

Parks staff completed 19 Measure A non-capital projects in FY 2013-14 valued at \$201,248. In FY 2014-15 Parks is scheduled to finish another 57 Measure A non-capital projects valued at \$1,135,915. In FY 2015-16 and FY 2016-17 Parks is scheduled to work and complete 44 Measure A non-capital projects valued at \$4,073,000 and 16 Measure A non-capital projects valued at \$3,000,000 respectively. These projects will help the park system upgrade its infrastructure and facilities to current standards deserving of park visitors and San Mateo County residents. Additionally, Parks is now taking on capital projects that do not need the involvement of the Department of Public Works. This will allow the Department to maintain control over vendor selection and payments as well as management of project schedules and budgets.

Parks continues to implement the Agile Workforce model with term Ranger II positions. Parks volunteers provide close to 30,000 hours annually (valued at around \$449,000) to keep park facilities safe, clean and accessible, restore native habitats, provide educational information and support visitor services. Staff is also supplemented by paid and unpaid summer interns, Supported Training and Employment Program for Emancipated Foster Youth participants, extra help Park Aides, Sheriff Program participants, CalFire crews, Student Conservation Association crews, and Re-entry Employment Education Program (Measure A) participants.

Program priorities for FY 2015-16 and FY 2016-17 are to expand visitor programs, complete the Wunderlich trail head and restroom, conduct natural resource restoration efforts at San Vicente Creek and Pigeon Point, continue fire fuel reduction efforts throughout the park system, open Cristal Springs Regional Trail South of Dam, renovate Flood Park, increase water storage at Memorial Park, and begin construction of Green Valley Trail.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of annual volunteer hours	33,066	27,900	30,000	30,000	30,000
Number of persons using Parks annually	1,832,516	1,748,181	1,740,000	1,800,000	1,800,000
Percent of Customers Rating Services and Experiences 'Good' or 'Excellent'	85%	87%	84%	90%	90%

Parks Department (3900B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	48.0	59.0	58.0	60.0	2.0	61.0	1.0
Funded FTE	48.2	58.8	57.8	60.0	2.2	61.0	1.0
 Total Requirements	 8,189,481	 9,750,602	 13,211,154	 17,379,216	 4,168,062	 16,464,365	 (914,851)
Total Sources	1,959,054	3,352,340	5,099,266	7,355,059	2,255,793	6,053,052	(1,302,007)
Net County Cost	6,230,427	6,398,262	8,111,888	10,024,157	1,912,269	10,411,313	387,156

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increase in additional extra help hours; adjustments to service and utility charges to reflect current rates; and increase in Fund Balance and Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
1,070,822	614,140	456,682	0

2. Position Changes to Support Standalone Parks Department and Increased Services

Replacing one Fiscal office Specialist with an Accountant II to provide enhanced support in day to day fiscal operations and in budget development activities; adding one MPA Fellow as a term position to be shared 25% of the time with the County Manager's Office; adding a Resource Conservation Specialist to help manage the natural resources within the Parks system; and adding one Interpretive Specialist to gather, present and explain information regarding the Parks Interpretive Program to the public.

Total Requirements	Total Sources	Net County Cost	Positions
286,276	0	286,276	2
(56,931)	0	(56,931)	0

3. New Vehicle to Help Manage New and Expanded Parks on the Coastsides

New utility truck for District IV to manage new Parks acquisitions on the Coastsides such as Quarry Park, Mirada Surf, Moss Beach and Pillar Point.

Total Requirements	Total Sources	Net County Cost	Positions
45,000	0	45,000	0
(45,000)	0	(45,000)	0

4. Maintenance at New Parks Acquisitions and Expansions

Maintenance costs for new park acquisitions including Moss Beach Park, Friendship Park, and Pillar Point Bluffs, the additional acreage at Quarry Park, and the new Mirada Surf restroom on the California Coastal Trail.

Total Requirements	Total Sources	Net County Cost	Positions
160,034	0	160,034	0

5. General Fund Projects

Several projects funded with the General Fund will be managed by the Parks Department, including restoration work at Sanchez Adobe historical site, San Pedro Valley Park visitor center lighting upgrades, Memorial Park in-stream barrier removal, and hazardous tree removal and fire fuel reduction throughout the Parks system.

Total Requirements	Total Sources	Net County Cost	Positions
876,000	0	876,000	0
(876,000)	0	(876,000)	0

6. Measure A Projects

Several projects funded with Measure A will be managed by the Parks Department, including a restroom remodel, security light installation and ADA improvements at San Pedro Valley Park, sewer lift pump maintenance, the installation of an electronic pay station and security upgrades at Coyote Point Park, replacement of the Toyon Campground water line at Huddart Park and various improvements at the newly added Moss Beach and Friendship mini parks.

Total Requirements	Total Sources	Net County Cost	Positions
2,707,861	1,641,653	1,066,208	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
4,168,062	2,255,793	1,912,269	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
350,222	(36,930)	387,156	0

2. New Ranger II Position to Support New Parks and Responsibilities on the Coastsides

Adding one Ranger II to meet operations and maintenance needs for the Granada Sanitary District and San Mateo County Parks located on the Coastsides.

Total Requirements	Total Sources	Net County Cost	Positions
101,923	101,923	0	1

3. General Fund Projects

Several projects funded with the General Fund will be managed by the Parks Department, including San Pedro Valley Park ADA upgrades, boundary surveys at Pillar Point Marsh and Bluffs, Wunderlich Park equestrian bridge repairs and hazardous tree removal and fire fuel reduction throughout the Parks system.

Total Requirements	Total Sources	Net County Cost	Positions
331,000	0	331,000	0
(331,000)	0	(331,000)	0

4. Measure A Projects

Several projects funded with Measure A will be managed by the Parks Department, including security lighting at San Pedro Valley Park, paving at Huddart Park, paving and surveillance cameras at Wunderlich Park, fire road maintenance at Junipero Serra Park, fencing and security improvements at San Bruno Mountain Park, and water system generator replacement at Memorial Park.

Total Requirements	Total Sources	Net County Cost	Positions
(1,367,000)	(1,367,000)	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(914,851)	(1,302,007)	387,156	1

Parks Department (3900B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		807,069	2,725,347	4,367,000	1,641,653	3,000,000	(1,367,000)
Fines, Forfeitures and Penalties	4,942	6,817	3,000	3,500	500	3,500	
Use of Money and Property	181,664	152,024	152,594	109,375	(43,219)	109,375	
Intergovernmental Revenues	18,195					101,923	101,923
Charges for Services	1,435,816	2,002,325	1,599,495	1,789,100	189,605	1,789,100	
Interfund Revenue		36,262	25,750	27,500	1,750	27,500	
Miscellaneous Revenue	134,916	120,620	55,000	2,800	(52,200)	2,800	
Other Financing Sources			261,222	182,222	(79,000)	561,815	379,593
Total Revenue	1,775,533	3,125,117	4,822,408	6,481,497	1,659,089	5,596,013	(885,484)
Fund Balance	183,521	227,223	276,858	873,562	596,704	457,039	(416,523)
TOTAL SOURCES	1,959,054	3,352,340	5,099,266	7,355,059	2,255,793	6,053,052	(1,302,007)
REQUIREMENTS							
Salaries and Benefits	5,555,171	6,850,535	8,243,361	8,902,459	659,098	9,445,318	542,859
Services and Supplies	1,648,368	1,775,546	3,818,084	6,764,322	2,946,238	5,485,953	(1,278,369)
Other Charges	1,020,884	1,116,145	1,685,571	1,909,846	224,275	1,932,236	22,390
Fixed Assets		(17,601)		1,020,822	1,020,822	220,000	(800,822)
Other Financing Uses		12,856	4,526	5,976	1,450	6,122	146
Gross Appropriations	8,224,423	9,737,482	13,751,542	18,603,425	4,851,883	17,089,629	(1,513,796)
Intrafund Transfers	(205,472)	(114,777)	(715,912)	(1,681,248)	(965,336)	(944,730)	736,518
Net Appropriations	8,018,951	9,622,705	13,035,630	16,922,177	3,886,547	16,144,899	(777,278)
Contingencies/Dept Reserves	170,530	127,897	175,524	457,039	281,515	319,466	(137,573)
TOTAL REQUIREMENTS	8,189,481	9,750,602	13,211,154	17,379,216	4,168,062	16,464,365	(914,851)
NET COUNTY COST	6,230,427	6,398,262	8,111,888	10,024,157	1,912,269	10,411,313	387,156
AUTHORIZED POSITIONS							
Salary Resolution	48.0	59.0	58.0	60.0	2.0	61.0	1.0
Funded FTE	48.2	58.8	57.8	60.0	2.2	61.0	1.0

Fish and Game (3950B)

Program Locator

County

Community Services

Department of Parks

▷ **Fish and Game**

Program Outcome Statement

Ensure fish and wildlife propagation and conservation, provide environmental education

Program Results

Funding for operations for the propagation and conservation of fish and wildlife and environmental programs to the public is received from fines collected by the Courts for violations of the California Fish and Game Code in San Mateo County. Operations include in-stream migration barrier removal, and related environmental education programs such as research and informational materials. In FY 2013-14, the Program undertook migration removal projects Memorial and San Pedro Valley Parks to benefit Coho Salmon and habitat restoration measures at the Fitzgerald Marine Reserve for the Marine Protected Area to protect the habitat from public misuse. In FY 2014-15 the Program is providing \$10,000 in funding to the Chinook Salmon Smolt Project at Pillar Point Harbor that will transfer young salmon from the Feather River Hatchery to Pillar Point to increase the survival rate of the Chinook Salmon. In FY 2015-16 the Program will continue to provide funds up to \$10,000 for projects that meet the requirements of the Program.

Fish and Game (3950B)

Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	81,415	84,127	75,477	68,018	(7,459)	59,368	(8,650)
Total Sources	81,415	84,127	75,477	68,018	(7,459)	59,368	(8,650)

Program priorities for FY 2015-16 and FY 2016-17 are to continue to allocate funds for priority conservation projects. Parks will develop a competitive process to recommend high impact projects that will directly benefit the propagation and conservation of fish and wildlife.

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance. Minor adjustments have been made to reflect actuals as Fund Balance and Reserves have decreased due to prior year expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
(7,459)	(7,459)	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance. Minor adjustments have been made to reflect actuals as Fund Balance and Reserves have decreased due to prior year expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
(8,650)	(8,650)	0	0

Fish and Game (3950B)

Fish and Game Propagation Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	1,389	1,267	950	950		950	
Use of Money and Property	572	498	400	400		400	
Miscellaneous Revenue	343	1,098					
Total Revenue	2,304	2,862	1,350	1,350		1,350	
Fund Balance	79,111	81,265	74,127	66,668	(7,459)	58,018	(8,650)
TOTAL SOURCES	81,415	84,127	75,477	68,018	(7,459)	59,368	(8,650)
REQUIREMENTS							
Services and Supplies	150	10,000	10,000	10,000		10,000	
Net Appropriations	150	10,000	10,000	10,000		10,000	
Non-General Fund Reserves	81,265	74,127	65,477	58,018	(7,459)	49,368	(8,650)
TOTAL REQUIREMENTS	81,415	84,127	75,477	68,018	(7,459)	59,368	(8,650)

Parks Acquisition and Development (3970B)

Program Locator

County

Community Services

Department of Parks

▷ Parks Acquisition and Development

Program Outcome Statement

Ensure that grants or other external funding are sought and obtained for projects and acquisitions

Program Results

The Parks Acquisition and Development Fund is where the funds for the acquisition of land for the County park system, restoration and development of County park facilities and Parks Capital Projects are held over the last nine years, more than \$13 million in external funding has been received from State Park Bonds, the San Mateo County Parks Foundation, State, Federal and local grants, Intrafund Transfers, private and corporate donations to fund capital improvement projects.

Parks staff will complete five projects from the fund in FY 2014-15. These are Coyote Bay Trail, Mirada Surf Restroom Install and Coastal Trail, Fitzgerald Marine Reserve Parking Lot, Pigeon Point Construct Guard Rail, and the Crystal Springs Trail South of Dam. In FY 2015-16 four Projects are schedule to be completed and one in FY 2016-17.

Program priorities for FY2015-16 and FY2016-17 are to complete the following projects:

- Installation of Water Distribution System at Coyote Point park
- Rehabilitate the Crocker entrance at San Bruno Mountain Park
- Repave the parking lot of the San Bruno Mountain Park
- Construct the Ridge to Bay Trail at San Bruno Mountain Park

Complete the construction of vehicle wash down racks at San Pedro Valley Park

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Grant Dollars Awarded per One Dollar Invested	37	32	24	27	27
Number of Capital Projects Completed on Time and on Budget	100%	100%	53%	75%	75%

Parks Acquisition and Development (3970B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	3,778,477	4,313,997	4,473,591	2,544,506	(1,929,085)	12,000	(2,532,506)
Total Sources	3,778,477	4,313,997	4,473,591	2,544,506	(1,929,085)	12,000	(2,532,506)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance. Adjustments have been made to reflect actuals as Fund Balance and Reserves have decreased due to prior year expenditures. Adjustments have also been made to decrease revenues as a number grant funded projects are scheduled to be completed in FY 2014-15.

Total Requirements	Total Sources	Net County Cost	Positions
(1,929,085)	(1,929,085)	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance. Adjustments have been made to reflect actuals as Fund Balance and Reserves have decreased due to prior year expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
(2,532,506)	(2,532,506)	0	0

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes			300,000	300,000			(300,000)
Use of Money and Property	16,624	14,682	1,000	12,000	11,000		(12,000)
Intergovernmental Revenues	716,647	1,212,462	1,285,462	600,000	(685,462)		(600,000)
Charges for Services	325	20,026					
Miscellaneous Revenue	470,695	416,471					
Other Financing Sources			710,900		(710,900)		
Total Revenue	1,204,291	1,663,640	2,297,362	912,000	(1,385,362)		(912,000)
Fund Balance	2,574,186	2,650,357	2,176,229	1,632,506	(543,723)	12,000	(1,620,506)
TOTAL SOURCES	3,778,477	4,313,997	4,473,591	2,544,506	(1,929,085)	12,000	(2,532,506)
REQUIREMENTS							
Services and Supplies	204,366	311,068	1,000,400	1,384,407	384,007		(1,384,407)
Fixed Assets	33,421	1,544,103	750,307		(750,307)		
Other Financing Uses	890,334	282,598	1,518,462	1,148,099	(370,363)		(1,148,099)
Net Appropriations	1,128,120	2,137,768	3,269,169	2,532,506	(736,663)		(2,532,506)
Non-General Fund Reserves	2,650,357	2,176,229	1,204,422	12,000	(1,192,422)	12,000	
TOTAL REQUIREMENTS	3,778,477	4,313,997	4,473,591	2,544,506	(1,929,085)	12,000	(2,532,506)

Coyote Point Marina (3980B)

Program Locator

County

Community Services

Department of Parks

▷ **Coyote Point Marina**

Program Outcome Statement

Safe public access to San Francisco Bay with berths and launching

Program Results

The Coyote Point Marina Program provides and maintains a safe and fully-utilized recreational facility for the boating public which has operated continuously for 54 years. The Marina offers emergency patrol boat response, environmental protection, security and assistance to marina users, outside agencies, visitor special interest groups, and the community. The Marina also provides electrical and water service to berthers as well as an oil collection station, boat refueling, a boat wash down area, and a three lane launch ramp.

The Coyote Point Marina Program completed construction of dock 29 in FY 2013-14, which is a new replacement dock system for large boats and is due to complete the replacement of the Marina's fuel dock in FY 2014-15. The completion of the fuel dock should attract additional boaters to the Marina for either one time fueling as boaters pass through the Marina, as well as long-term berthers. In FY 2015-16 and FY 2016-17, the Marina will have to perform dredging to avoid additional sediment accumulation in the Bay that can make the marina inaccessible to boaters.

Program priorities for FY 2015-16 and FY 2016-17 are to perform dredging to avoid additional sediment accumulation in the Bay that can make the marina inaccessible to boaters; provide Wi-Fi (wireless connectivity) to Marina residents; and renovate Marina restrooms.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percentage of Berths Filled / Percentage of Berths Filled at Five local Public Marinas	72% / 77%	78% / 70%	75% / ---	75% / ---	75% / ---
Percent of Customers Rating Marina Services and Experiences 'Good' or 'Excellent'	95%	95%	95%	95%	95%

Coyote Point Marina (3980B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
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 Sources	 1,587,050	 3,215,343	 1,630,256	 1,958,561	 328,305	 1,714,686	 (243,875)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increase in additional extra help hours; adjustments to service and utility charges to reflect current rates; and increase in Fund Balance and Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
(71,695)	328,305	(400,000)	0

2. Coyote Point Dredging

Dredging in the Bay will need to be done in FY 2015-16 to avoid additional sediment accumulation that can make the Marina inaccessible to boaters and Marina bathrooms need to be repaired and updated.

Total Requirements	Total Sources	Net County Cost	Positions
400,000	0	400,000	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
328,305	328,305	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and reduction in Fund Balance and Reserves.

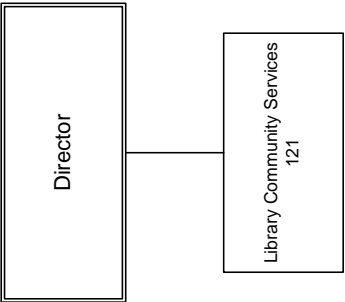
Total Requirements	Total Sources	Net County Cost	Positions
(243,875)	(243,875)	0	0

Coyote Point Marina (3980B) Coyote Point Marina Operating Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	26,529	26,121	24,800	24,800		24,800	
Intergovernmental Revenues	22,311	1,359,893					
Charges for Services	970,170	951,418	1,109,969	954,200	(155,769)	954,200	
Miscellaneous Revenue	7,102	8,266					
Other Financing Sources			27,613		(27,613)		
Total Revenue	1,026,112	2,345,697	1,162,382	979,000	(183,382)	979,000	
Fund Balance	560,938	869,646	467,874	979,561	511,687	735,686	(243,875)
TOTAL SOURCES	1,587,050	3,215,343	1,630,256	1,958,561	328,305	1,714,686	(243,875)
REQUIREMENTS							
Salaries and Benefits	266,342	288,308	398,044	424,412	26,368	443,363	18,951
Services and Supplies	204,204	137,328	212,053	232,653	20,600	232,653	
Other Charges	406,428	364,616	197,980	165,810	(32,170)	167,412	1,602
Fixed Assets	41,083	262,379	394,621	400,000	5,379	400,000	
Other Financing Uses	61,152	1,694,838					
Net Appropriations	979,208	2,747,470	1,202,698	1,222,875	20,177	1,243,428	20,553
Non-General Fund Reserves	607,842	467,874	427,558	735,686	308,128	471,258	(264,428)
TOTAL REQUIREMENTS	1,587,050	3,215,343	1,630,256	1,958,561	328,305	1,714,686	(243,875)
AUTHORIZED POSITIONS							
Salary Resolution	3.0	3.0	3.0	3.0		3.0	
Funded FTE	3.0	3.0	3.0	3.0		3.0	

SAN MATEO COUNTY LIBRARY JPA



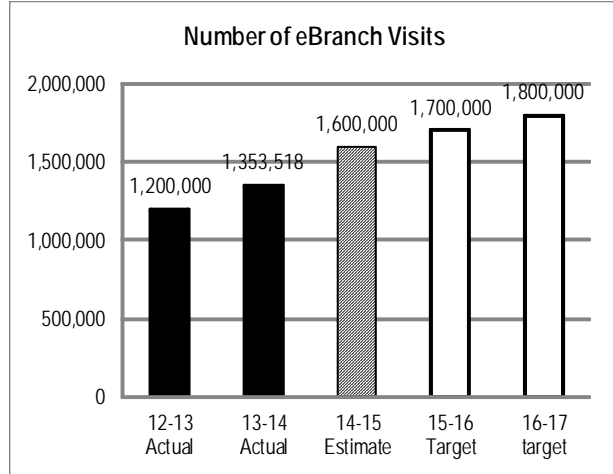
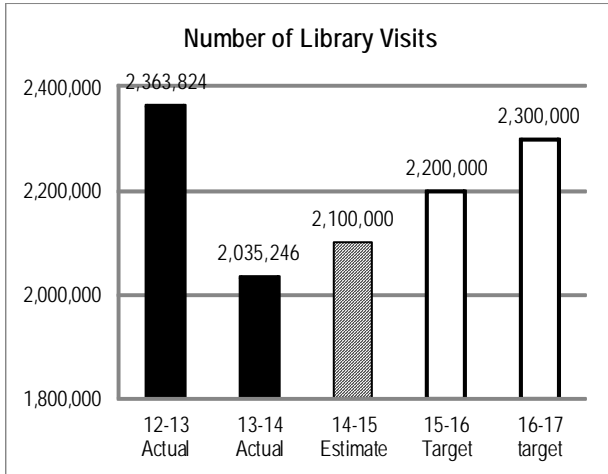
Department Locator

County

Community Services

▷ **San Mateo County Library**

Benchmark Measures



Department Mission Statement

The San Mateo County Library provides innovative, dynamic services that connect our diverse community with opportunities for individual growth and enrichment

Overview

The San Mateo County Library has a rich history of providing library service to the residents of San Mateo County and a commitment to exceptional public service which endures to this day. The 12 community libraries, bookmobile, and eBranch are a source of books, magazines, newspapers and information in multiple languages. As one of the largest providers of free Internet access in the county, San Mateo County Library offers public access computers connected to a high speed network and wireless access to users with laptops, tablets and mobile devices. The eBranch provides access to a collection exceeding 800,000 items including online research databases and a growing digital library.

The Library responds to the informational, educational and cultural needs of the community by offering a broad range of programs for children, teens and adults including storytimes, author readings, lectures, dance and musical performances, films, and exhibits. An estimated 6,500 programs and activities will be provided to nearly 200,000 children, teens and adults.

Connecting residents to library services in the community is also a priority for the organization. Through innovative outreach services, enriching experiences are delivered beyond library buildings. Outreach activities include parent education trainings in the community; literacy enrichment at nonprofits serving families; reading programs with incarcerated youth; author and education programs at community schools; bookmobile visits with hands-on learning throughout the service area; and early literacy training to childhood care providers.

The San Mateo County Library is a Joint Powers Authority (JPA) comprised of the cities of Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Half Moon Bay, Millbrae, Pacifica, Portola Valley, San Carlos, Woodside, and the unincorporated areas of the county. The SMCL JPA is governed by a Board consisting of representatives from each member entity. The SMCL JPA Governing Board is responsible for providing oversight of library operations, fiscal

matters and budget approval. Approximately 279,000 people live within the boundaries of the SMCL legal taxing district which covers 351 square miles.

Recent accomplishments include:

- Supported the demand for digital collections by increasing the availability of popular eBooks, eAudiobooks, eMagazines, eMusic, and eVideos for use on personal smartphones, tablets and computers.
- Increased the number of books, magazines, newspapers, and digital materials provided in languages including Chinese, Japanese, Russian, Korean and Spanish.
- Expanded the eReader collection from 60 to 245 devices. Nooks and Kindle Fire devices have been preloaded with best sellers for adults, teens and children and are available for lending.
- Improved public internet access by providing free unlimited data Wi-Fi hotspots and laptops for check out.
- Implemented paperless, online library card registration adding convenience to becoming a user of library resources.
- Debuted TeleTutoring, a service which enables volunteer tutors to connect via specialized adult literacy technology to learners for in depth support sessions to prepare learners to pass the GED. People can now volunteer or receive help from the comfort and convenience of their own communities.
- Launched STeP, a teen parenting series for young mothers in East Palo Alto designed to support their learning needs in the areas of budgeting, parenting, and stress management while providing child care and encouraging participants to stay enrolled in high school.
- Expanded summer reading programs in order to decrease summer learning loss among children and teens. With supplemental support from the County Board of Supervisors through an allocation of Measure A funds, libraries in the county have targeted communities with low performing schools to promote the enjoyment and importance of reading with a focus on increasing summer reading participation and library use, and to also advance literacy and academic performance by engaging children, teens and families in reading and enrichment activities.
- Developed summer learning enrichment camps targeting young children in communities who are reading below grade level and offered over 100 hours of hands-on learning. Activities over the eight weeks included field trips, free daily lunches and snacks, home libraries for all participants, and family engagement nights.
- Implemented Little Libraries as a "take a book, return a book" way for communities to share books and encourage a culture of reading. Volunteers with Google, Genentech, SAP and others worked with Hands On Bay Area to build the Little Libraries. To date, 56 businesses, community organizations and individuals have adopted Little Libraries.
- Launched the Talk Read Sing initiative to help close the "talk gap" by encouraging parents to increase the quantity and quality of language spoken with their infants and toddlers. The program focuses on parent behavior change and encourages reading and singing with children and using talking tips to increase interactive language throughout the day. The program, with support from the LENA Research Foundation, also utilizes technology which records language throughout a child's day, then translates the recording into data that show parents how much they're talking and progressing.

The new Strategic Plan, currently under development, will be finalized in Fall 2015. The plan will provide the organization and its stakeholders with a visionary, conceptual management tool designed to produce decisions and actions that shape and guide what SMCL is, what it does, and why it does it with a focus on the future.

In addition to goals outlined in the new Strategic Plan, the system will continue working on current library initiatives in order to remain a relevant, vital community resource. Priorities include:

- Supporting the mobile and digital needs of library users
- Promoting partnerships and building awareness of the Library's resources
- Creating welcoming and well equipped facilities

- Supporting family literacy and lifelong learning
- Focusing on decisions with measurable results and outcomes
- Summer learning activities

The library contributes to the County goal of increasing third grade reading proficiency by advancing literacy and academic performance through reading and enrichment activities, and increasing library use.

Program Results

The San Mateo County Library expects to circulate over 3.5 million items in FY 2015-16. The number of library visits is projected at over 2.2 million. Users will be able to take advantage of current, popular materials in a wide range of formats, access more than 572 public computers, and participate in over 6,500 programs and events. Registers card holders as a percent of the population is expected to reach 64%.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of library visits	2,363,824	2,035,246	2,100,000	2,200,000	2,300,000
Percent of customer survey respondents rating services 'good' or 'better'	80%	90%	92%	95%	95%
Number of circulated materials	3,559,524	3,315,886	3,400,000	3,500,000	3,550,000

County Library (3700B)
County Library Fund (Information Only)

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	20,523,317	22,837,308	21,752,464	23,589,164	1,836,700	21,537,164	(2,052,000)
Use of Money and Property	86,550	101,845	79,800	99,800	20,000	99,800	
Intergovernmental Revenues	491,914	320,188	159,600	180,572	20,972	180,572	
Charges for Services	430,333	524,595	342,000	333,000	(9,000)	333,000	
Interfund Revenue	157,388	135,028	137,366	501,396	364,030	139,898	(361,498)
Miscellaneous Revenue	358,660	811,349	416,853	461,853	45,000	404,853	(57,000)
Total Revenue	22,048,162	24,730,312	22,888,083	25,165,785	2,277,702	22,695,287	(2,470,498)
Fund Balance	13,190,699	16,171,064	18,702,371	17,712,588	(989,783)	12,828,588	(4,884,000)
TOTAL SOURCES	35,238,861	40,901,376	41,590,454	42,878,373	1,287,919	35,523,875	(7,354,498)
REQUIREMENTS							
Salaries and Benefits	12,232,864	12,470,002	13,798,733	15,027,158	1,228,425	14,638,716	(388,442)
Services and Supplies	12,486,925	17,360,105	23,429,906	27,887,329	4,457,423	15,699,690	(12,187,639)
Other Charges	1,408,609	1,225,228	1,276,726	1,409,508	132,782	1,417,356	7,848
Fixed Assets	33,874	13,158	20,000	660,000	640,000	10,000	(650,000)
Other Financing Uses		11,943	12,155	12,051	(104)	12,352	301
Gross Appropriations	26,162,272	31,080,437	38,537,520	44,996,046	6,458,526	31,778,114	(13,217,932)
Intrafund Transfers	(7,100,551)	(8,881,431)	(12,299,737)	(14,946,261)	(2,646,524)	(9,082,827)	5,863,434
Net Appropriations	19,061,721	22,199,006	26,237,783	30,049,785	3,812,002	22,695,287	(7,354,498)
Contingencies/Dept Reserves	3,586,280	3,755,526	4,046,210	4,329,557	283,347	4,539,057	209,500
Non-General Fund Reserves	12,590,860	14,946,845	11,306,461	8,499,031	(2,807,430)	8,289,531	(209,500)
TOTAL REQUIREMENTS	35,238,861	40,901,376	41,590,454	42,878,373	1,287,919	35,523,875	(7,354,498)
AUTHORIZED POSITIONS							
Salary Resolution	122.0	121.0	121.0	121.0		121.0	
Funded FTE	107.3	106.9	106.9	108.7	1.8	108.7	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$1,287,919 or 3% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is an increase of \$1,836,700 in this funding source due primarily to projected growth of property tax revenue, and amounts of anticipated RDA revenue.

Use of Money and Property

There is an increase of \$20,000 in this funding source due to anticipated interest earnings on reserves.

Intergovernmental Revenues

There is an increase of \$20,972 in this funding source due to amounts anticipated from the State to support literacy efforts, and amounts of anticipated RDA revenue.

Charges for Services

There is decrease of \$9,000 in this funding source due to projected amounts of fines collected from patrons.

Interfund Revenue

There is an increase of \$364,030 in this funding source representing revenue transferring in from the Woodside Library Donor Fund to support the purchase of furniture and equipment related to the Woodside Library interior renovation project. Other revenue in this category includes the contribution by the County used to offset facility maintenance costs associated with the County-owned East Palo Alto Library facility, based on the terms established in the Library JPA Agreement.

Miscellaneous Revenue

There is an increase of \$45,000 in this funding source due to one-time grant support for early learning and literacy services.

Fund Balance

There is a decrease of \$989,783 in this funding source due primarily to the use of Reserves to support one-time activities in the prior year.

TOTAL REQUIREMENTS

Total Requirements increased by \$1,287,919 or 3% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$1,228,425 in this expenditure category due to negotiated cost of living adjustment, merit increases and benefit adjustments. Additional one-time extra-help support has also been included to assist with projects included in the FY 2015-16 budget.

Services and Supplies

There is an increase of \$4,457,423 in this expenditure category due primarily to one-time activities budgeted for FY 2015-16; costs associated with support provided by the Peninsula Library System; and new collections and materials.

Other Charges

There is an increase of \$132,782 in this expenditure category representing services provided by the County for activities including technology services, and human resources and payroll support.

Fixed Assets

There is an increase of \$640,000 in this expenditure category to purchase cargo vans to facilitate the delivery of large interactive equipment used to support early literacy and children's programming provided throughout the system and; the purchase of outdoor interactive learning exhibits at library locations referred to as Learning Landscapes.

Other Financing Uses

There is a decrease of \$104 in this expenditure category representing charges associated with facility services provided at the East Palo Alto Library.

Intrafund Transfers

There is an increase of \$2,646,524 in this expenditure category to reflect support costs that are distributed to each of the branch libraries.

Contingencies/Departmental Reserves

There is a decrease of \$2,524,083 in this expenditure category to partially offset one-time purchases planned for FY 2015-16.

FY 2016-17 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$7,354,498 or 17% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$2,052,000 in this funding source due to the elimination of excess ERAF budgeted in the prior year and offset by an increase in projected property tax growth.

Interfund Revenue

There is a decrease of \$361,498 in this funding source due to the elimination of one-time revenue used to support the interior renovation of the Woodside Library in the prior year.

Miscellaneous Revenue

There is a decrease of \$57,000 in this funding source due to the elimination of one-time grant support for early learning and literacy services in the prior year.

Fund Balance

There is a decrease of \$4,884,000 in this funding source due primarily to the use of Reserves to support one-time activities in the prior year.

TOTAL REQUIREMENTS

Total Requirements decreased by \$7,354,498 or 17% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a decrease of \$388,442 in this expenditure category due to merit increases and benefit adjustments; offset by the elimination of extra-help support used in the prior year to assist with one-time projects.

Services and Supplies

There is a decrease of \$12,187,639 in this expenditure category due to the elimination of one-time activities from the prior year.

Other Charges

There is an increase of \$7,847 to reflect costs for services provided by the County for activities including technology services, and human resources and payroll support.

Fixed Assets

There is a decrease of \$650,000 in this expenditure category due to the elimination of one-time purchases from the prior year.

Other Financing Uses

There is an increase of \$301 in this expenditure category representing charges associated with facility services provided at the East Palo Alto Library.

County Library (3700B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	122.0	121.0	121.0	121.0		121.0	
Funded FTE	107.3	106.9	106.9	108.7	1.8	108.7	
 Total Requirements	 35,238,861	 40,901,376	 41,590,454	 42,878,373	 1,287,919	 35,523,875	 (7,354,498)
Total Sources	35,238,861	40,901,376	41,590,454	42,878,373	1,287,919	35,523,875	(7,354,498)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in health benefit costs; elimination of one-time projects and equipment from the prior year; adjustments to capture anticipated increases in property tax revenue; elimination of excess ERAF revenue and one-time Measure A support; and an increase in Reserves based primarily on the accumulation of additional excess ERAF generated in the prior year.

Total Requirements	Total Sources	Net County Cost	Positions
(2,230,081)	(2,230,081)	0	0

2. Support Summer Learning Activities

To address summer learning loss among children and teens, continuing Measure A funds will be used to support summer learning programs offered by the Peninsula Library System (PLS) member libraries. Managed through the PLS, member libraries are targeting communities with low performing schools with the goal of increasing summer reading participation, advancing literacy and academic performance through reading and enrichment activities, and increasing library use.

Total Requirements	Total Sources	Net County Cost	Positions
366,000	366,000	0	0

3. Improve Library Facilities in East Palo Alto and Pacifica

Complete an interior renovation of the East Palo Alto Library. The project which kicked off in FY 2014-15, is focused on creating a more functional library. Remaining Measure A funds and Library Reserves will roll forward. Additional Measure A support has been requested to expand the scope of the project. Matching support from Library Reserves is included with this request. If approved, this activity will be added to the budget. Remaining Measure A funding is provided to the City of Pacifica to support its efforts in building a new Pacifica Library will also roll forward.

Total Requirements	Total Sources	Net County Cost	Positions
930,000	930,000	0	0

4. Enhance Library Collections and Technology Offerings

Excess ERAF and Library Reserves will be used to increase print materials in the children, teen and adult collections; increase digital resources including downloadable books, music, magazines, videos, world language materials and best-selling titles compatible with eReaders and personal smartphones, tablets and computers; add 250 eReader devices to expand access to digital materials; complete software upgrades; pilot a vendor based solution offering self-service laptop check out; purchase an estimated 90 public and staff computers due for replacement; add portable chargers which will enable patrons to power up laptops, phones and tablets anywhere in a branch and; add an additional 150 Wi-Fi hotspots and 100 laptop/tablets to further expand access to digital materials.

Total Requirements	Total Sources	Net County Cost	Positions
1,800,000	1,800,000	0	0

5. Complete Interior Improvements at Woodside Library, Foster City Library and Library Administration Building

Library Reserves and Library Donor Revenue will be used to support library facility improvements including: an interior renovation of the Woodside Library to create a more functional library; installation of a Maker Space and Homework Center at the Foster City Library; and improvements to the Library Administration Building to increase functionality and productivity.

Total Requirements	Total Sources	Net County Cost	Positions
365,000	365,000	0	0

6. Add One-time Purchases to Improve Service Delivery

Library Reserves and one-time grant funding will be used to support system wide goals of providing library users with convenient, high quality services to include the installation of outdoor interactive learning exhibits at library locations; development of a targeted branding strategy utilizing a variety of communication channels; support for a variety of early learning and literacy activities and services and; the purchase of cargo vans to facilitate the delivery of large interactive equipment used to support early literacy and children's programming provided throughout the system.

Total Requirements	Total Sources	Net County Cost	Positions
57,000	422,000	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,287,919	1,287,919	0	0

FY 2016-17 Program Funding Adjustments

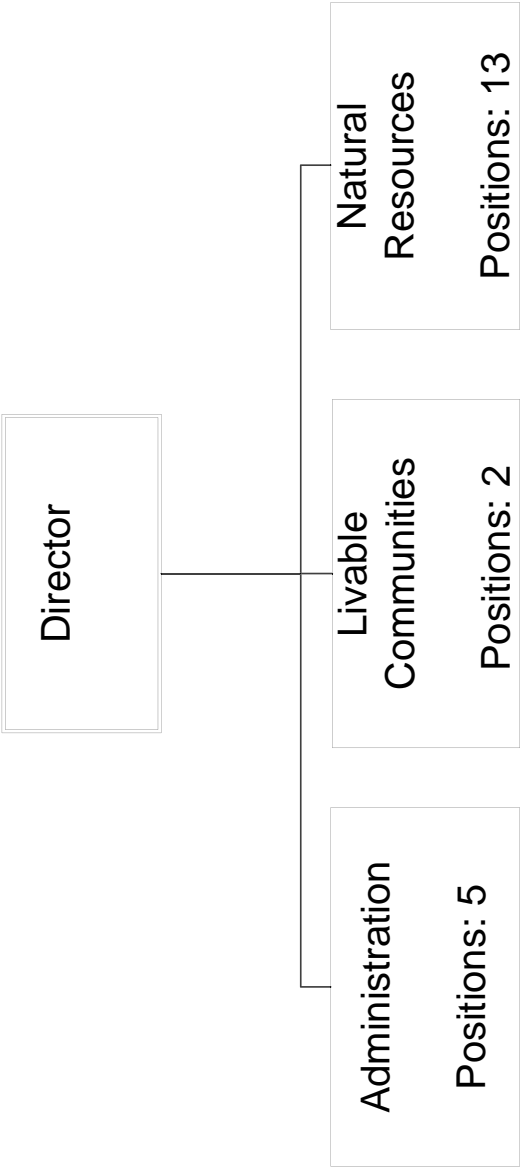
The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and health benefit costs; and elimination of one-time projects including furniture, equipment and materials purchased in the prior year.

Total Requirements	Total Sources	Net County Cost	Positions
(7,354,498)	(7,354,498)	0	0

OFFICE OF SUSTAINABILITY



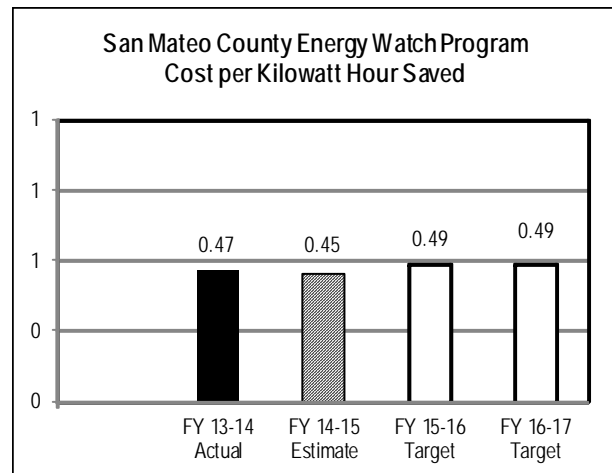
Department Locator

County

Community Services

▷ **Office of Sustainability**

Benchmark Measures



Mission Statement

The mission of the Office of Sustainability is to explore and implement policies and programs that promote and lead the way to a sustainable future by providing resources to foster and protect the environment, health and safety of the community on an ongoing basis.

Overview

The Office of Sustainability was initially created as a one-year pilot program for FY 2014/15 as part of the County Manager's Office, to oversee and coordinate stormwater compliance and centralize County sustainability initiatives. Their four core work programs and responsibilities are stormwater management, sustainability projects, the Commute Alternatives Program, and Climate Action Plan implementation. Soon after the formation of the new Office, two new programs were initiated under direction and guidance from Supervisors Pine, Groom, and Horsley. They include Community Choice Energy (CCE) and Sea Level Rise/Climate Change Adaptation. The CCE efforts are currently focused on a technical study analyzing county-wide electrical needs and procurement of electricity from renewable energy sources to determine the feasibility and possible formation of a JPA. The Office has recently completed a recruitment for a new position to oversee the County's sea level rise adaptation efforts and to work in collaboration with the State Coastal Conservancy on a County-wide vulnerability assessment and adaptation strategy to address sea level rise. In addition, the Office also provides active transportation outreach and coordination with Cities and Unincorporated communities to improve our health through walking and bicycling activities.

For the FY 2015-17 budget cycle, the County Manager's Office is proposing to merge staff from the Department of Public Works RecycleWorks Program and the Office of Sustainability, to join sustainability efforts, operations, outreach, and community engagement. RecycleWorks promotes recycling, composting, waste prevention, procurement, sustainability and green building programs, and outreach at County facilities and for residents, employees, businesses, and visitors in the unincorporated area of the county. Staff from RecycleWorks have also formed a partnership with C/ CAG and PG&E to manage a local energy watch program with the goal of reducing and conserving electricity use among municipalities, businesses, special districts and residents in San Mateo County. The new office will also include

staff for the North Fair Oaks Forward and Pescadero Forward to promote the Livable Communities Outreach Programs. This fall, the Office of Sustainability will be relocating to the fourth floor of COB 1, down the hall from Parks and Purchasing. Their new space will utilize the new office space standards established by Public Works for retrofits here on the Redwood City Campus.

Future projects the Office will be pursuing include: ground water management assessment in collaboration with San Mateo County Environmental Health; environmental purchasing policy and battery recycling/purchasing program for County Departments; sustainability outreach and collaboration with County Departments, employees, schools, community stakeholders; and strengthening our partnerships with Cities sustainability efforts, including Climate Action Plan implementation to continue efforts around greenhouse gas reductions.

Office of Sustainability (4000B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes			6,441,343	11,331,343	4,890,000	4,700,000	(6,631,343)
Licenses, Permits and Franchises				2,300,000	2,300,000	2,300,000	
Use of Money and Property				20,817	20,817	20,817	
Intergovernmental Revenues			458,467	1,000,490	542,023	1,000,490	
Charges for Services				65,712	65,712	65,712	
Interfund Revenue				138,000	138,000	138,000	
Miscellaneous Revenue	266,498	143,855	45,000	85,200	40,200	85,200	
Other Financing Sources				2,200	2,200	2,200	
Total Revenue	266,498	143,855	6,944,810	14,943,762	7,998,952	8,312,419	(6,631,343)
Fund Balance				3,526,640	3,526,640	3,526,640	
TOTAL SOURCES	266,498	143,855	6,944,810	18,470,402	11,525,592	11,839,059	(6,631,343)
REQUIREMENTS							
Salaries and Benefits	62,497	181,917	1,095,139	4,708,119	3,612,980	4,768,699	60,580
Services and Supplies	87,156	44,244	6,696,142	15,421,381	8,725,239	8,915,038	(6,506,343)
Other Charges	100	25,135	29,000	235,225	206,225	237,646	2,421
Other Financing Uses				32,369	32,369	32,369	
Gross Appropriations	149,753	251,296	7,820,281	20,397,094	12,576,813	13,953,752	(6,443,342)
Intrafund Transfers			(40,000)	(62,680)	(22,680)	(62,680)	
Net Appropriations	149,753	251,296	7,780,281	20,334,414	12,554,133	13,891,072	(6,443,342)
Contingencies/Dept Reserves				3,161,924	3,161,924	3,161,924	
TOTAL REQUIREMENTS	149,753	251,296	7,780,281	23,496,338	15,716,057	17,052,996	(6,443,342)
NET COUNTY COST	(116,745)	107,441	835,471	5,025,936	4,190,465	5,213,937	188,001
AUTHORIZED POSITIONS							
Salary Resolution			3.0	20.0	17.0	20.0	
Funded FTE			3.0	19.8	16.8	19.8	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$11,525,592 or 166% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$4,890,000 in this funding source due to an increase in Measure A funding for the North Fair Oaks Forward initiatives.

Licenses, Permits and Franchises

There is a net increase of \$2,300,000 in this funding source due to the transfer of the AB939 Franchise Fee fund and related program to the Office of Sustainability. This increase is partially offset by an incorporating the programmatic costs of the waste management programs into the Office of Sustainability.

Use of Money and Property

There is a net increase of \$20,817 in this funding source due to anticipate interest earned.

Intergovernmental Revenues

There is a net increase of \$542,023 due to the transfer of the Waste Management program from the Department of Public Works to the Office of Sustainability. Grant funding for the Energy Watch program is transferred.

Charges for Services

There is a net increase of \$65,712 in this funding source due to the Department of Public Works paying the Office of Sustainability for some staff time during the transition of the Waste Management Program.

Interfund Revenue

There is a net increase of \$1,38,000 in this funding source due to the transfer of Solid Waste and Special District Funding transferring with the Waste Management Program. This is partially offset by the cost of staff and services provided by the Waste Management Program..

Miscellaneous Revenue

There is a net increase of \$40,200 in this funding source as a result of transferring the Surplus Property Program from the Human Resources Department to the Office of Sustainability. This funding is from the sale of surplus and salvaged furniture/equipment.

Other Financing Sources

There is a net increase of \$2,200 in this funding source due to the sale of fixed assets.

Fund Balance

There is a net increase of \$3,526,640 in this funding source due to the transfer of the Waste Management Program, which transfers its Fund Balance in AB939 funds.

TOTAL REQUIREMENTS

Total Requirements increased by \$15,716,057 or 202% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$3,612,980 in this expenditure category due to transferring adding one Director, two Deputy Directors, one Financial Services Manager, one Communications Specialist, two Accountant IIs, one Accountant I, one Program Manager II, three Resource Conservation Specialist IIs, one Resource Conservation Specialist I, one Resource Conservation Specialist III, one Resource Conservation Specialist-U, one Surplus Property Officer, two

Program Manager IIs, one Resource Conservation Specialist II-Extra Help, one Resource Conservation Specialist I-Extra Help, one Office Specialist -Extra Help, funding for four Fellows and three Summer Interns. Nine of these positions are transferred from the Department of Public Works, 2 from the County Manager's Office and one from Human Resources.

Services and Supplies

There is a net increase of \$8,725,239 in this expenditure category due to the transfer of the Waste Management and Surplus Property Programs to the Office of Sustainability.

Other Charges

There is a net increase of \$206,225 in this expenditure category due to the transfer of the Waste Management and Surplus Property programs to the Office of Sustainability and increases in County leased Facility and Core IT charges.

Other Financing Uses

There is a net increase of \$32,369 in this expenditure category due mainly to the transfer of Debt Service from the Waste Management Program to the Office of Sustainability.

Intrafund Transfers

There is a net increase of \$22,680 in this expenditure category due to the transfer of the Surplus Property Program from Human Resources, which included an Intrafund Transfer.

Contingencies/Departmental Reserves

There is net increase of \$13,161,924 in this expenditure category due to the transfer of the Waste Management Program from the Department of Public Works. The balance in Reserves represents 15% of Net Appropriations, which exceeds the County 2% Reserves policy by \$2,755,236. Of these Reserves, \$2,412,792 is specific to AB939 activities.

NET COUNTY COST

There is a increase of \$4,190,465 or 500% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$6,631,343 or 3.6% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$6,631,343 in this funding source due to the use of Measure A funding in FY 2015-16.

TOTAL REQUIREMENTS

Total Requirements decreased by \$6,443,342 or 27% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Services and Supplies

There is a net decrease of \$6,506,343 in this expenditure category due to a decrease in one-time projects anticipated to be completed in FY 2015-16.

Other Charges

There is a net increase of \$2,421 in this expenditure category due to an increase in County Facility Rental Charges.

NET COUNTY COST

There is a net increase of \$188,001 in the County General Fund allocation.

Administration (4010P)

Program Locator

County

Community Services

Office of Sustainability

 **Administration**

Program Outcome Statement

Provide leadership and internal operational support

Program Results

The Administrative Program is a new unit in the Office of Sustainability that offers direction and guidance to two new programs within the Office: Livable Communities and Resource Conservation. The Program provides fiscal oversight, budget, and administrative support for the Office. Administration also serves the day to day fiscal accounting for the County Manager's Office and the Office of Sustainability.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of customer service respondents rating services as good or better	-----	-----	-----	90%	90%
Percent of Employee Evaluations Completed Annually	-----	-----	-----	80%	80%
Percent of outcome and efficiency goals met	-----	-----	-----	75%	75%

Administration (4010P)

Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution			3.0	5.0	2.0	5.0	
Funded FTE			3.0	4.8	1.8	4.8	
 Total Requirements			1,208,105	878,583	(329,522)	909,351	30,768
Total Sources			266,725		(266,725)		
Net County Cost			941,380	878,583	(62,797)	909,351	30,768

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the creation of a new budget org for the Office of Sustainability.

Total Requirements	Total Sources	Net County Cost	Positions
(1,208,105)	(266,725)	(941,380)	(3)

2. Administration Unit

A new Administration Unit is created to manage the administrative and day-to-day accounting responsibilities for the County Manager's Office, including the Office of Sustainability. New positions added include one Director of the Office of Sustainability, one Financial Services Manager, one Accountant II, and one Accountant I. In addition, one Accountant II and an Extra Help Fiscal Office Specialist is transferred from the County Manager's Office budget to the Office of Sustainability.

Total Requirements	Total Sources	Net County Cost	Positions
878,583	0	878,583	5

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(329,522)	(266,725)	(62,797)	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
30,768	0	30,768	0

Livable Communities (4030P)

Program Locator

County

Community Services

Office of Sustainability

▷ **Livable Communities**

Program Outcome Statement

Promote active and healthy quality of life through community engagement and commute alternatives

Program Results

The Livable Communities Program is a new unit in the Office of Sustainability that promotes the County's 2025 Shared Vision goals to increase community engagement and accessible alternative transportation. The Program includes the North Fair Oaks Forward Project focusing on community engagement in the implementation of the North Fair Oaks Community Plan, promoting active transportation to increase daily trips by walking, biking, or riding the bus, and providing county employees an incentive program to encourage public transit, vanpools, carpools, bike and walk commute alternatives to reduce traffic congestion.

In FY 2014-15, the North Fair Oaks Forward team conducted an extensive outreach and engagement process where over 2,100 community members shared input around the Middlefield Road Redesign Project through community wide meetings, presentations, and surveys. In order to engage all segments of this community, an intentional community engagement campaign was developed in partnership with residents, businesses and others with a compassion for the local community and its future. A variety of outreach tools and strategies were implemented in English and Spanish to coordinate and provide critical input to achieve a conceptual roadway design for Middlefield Road to reflect the needs and priorities of the community, including youth and other County Departments.

Active transportation was promoted in partnership with multiple jurisdictions, schools and organizations throughout the county to increase awareness around walking and biking, assisting communities to improve Safe Routes to School, and promoting Complete Streets in alternative road improvements.

The commute alternatives program (CAP) oversees the public transit, vanpool, carpool, bike and walk cash subsidies for approximately 1,400 county employees. CAP organizes bike safety workshops and promotes the Bay Area Bike Share, Zipcar, and shuttle programs. In addition to a variety of communication methods, marketing and outreach to county employees, bike workshops were also provided in the Pescadero and North Fair Oaks communities this past fiscal year.

Moving forward, the North Fair Oaks Forward team will continue community engagement in the implementation of the North Fair Oaks Community Plan, Middlefield Road redesign, zoning regulation updates, public art workgroup, and expanding the "Report It", San Mateo County's smart phone application to report illegal dumping and litter clean-up to the county to process in a more timely and efficient manner. In addition, the outreach team will assist with outreach and community engagement in Pescadero for the Fire Station Replacement project. Active transportation opportunities will include partnering with local jurisdictions to participate in a national bicycle and pedestrian data collection program to establish a data base. In addition, active transportation staff will update the bicycle route map and oversee implementation of a smart phone application for bicycle route planning. The commute alternatives program will partner with the San Mateo County Health program's Way2Go staff to increase alternative transportation participation and improve outreach strategies.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of events and outreach presentations conducted	-----	-----	-----	-----	-----
Percent of County Employees who participated in CAP annually	-----	-----	-----	-----	-----
Customer Satisfaction Rating of Good or Better	-----	-----	-----	90%	90%

Livable Communities (4030P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution				2.0	2.0	2.0	
Funded FTE				2.0	2.0	2.0	
 Total Requirements	39,410	86,962	6,551,343	13,071,334	6,519,991	7,345,489	(5,725,845)
Total Sources	24,918	29,369	6,466,343	10,556,343	4,090,000	3,925,000	(6,631,343)
Net County Cost	14,491	57,593	85,000	2,514,991	2,429,991	3,420,489	905,498

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the creation of the Livable Communities Unit, including the transfer of funding and allocation for Community Services from the County Manager's Office to the new Office of Sustainability budget. This includes moving one vacant position for the Commute Alternatives Program and one Fellow for the Active Transportation program and two Term positions Community Services programs to the new Livable Communities Unit.

Total Requirements	Total Sources	Net County Cost	Positions
145,974	(310,000)	455,974	1

2. Deputy Director

One Deputy Director is added to direct the staff and programs in the new Livable Communities Unit.

Total Requirements	Total Sources	Net County Cost	Positions
262,017	0	262,017	1

3. North Fair Oaks Forward Initiatives

Measure A funding is allocated to the North Fair Oaks Forward initiatives, including citizen participation, community infrastructure, library programs and physical fitness and trails.

Total Requirements	Total Sources	Net County Cost	Positions
5,860,000	4,400,000	1,460,000	0

4. Communications Fellow and Summer Intern

One Communications Fellow and one Summer Intern are added to assist with various programs within the Livable Communities Unit. In addition, allocation for services currently provided by the Health System are transferred to the Livable Communities Unit.

Total Requirements	Total Sources	Net County Cost	Positions
177,000	0	177,000	0

5. Livable Communities Work in Pescadero

\$75,000 is added for initiatives specific to Pescadero.

Total Requirements	Total Sources	Net County Cost	Positions
75,000	0	75,000	0

Total FY 2015-16 Program Funding Adjustments

Total Requirements	Total Sources	Net County Cost	Positions
6,374,017	4,400,000	1,974,017	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; increases to internal service charges, including County Facility rent and Core IT; and a reduction of \$6,631,343 in Measure A funding and associated allocation for projects in North Fair Oaks expected to be completed in FY 2015-16.

Total Requirements	Total Sources	Net County Cost	Positions
(5,725,845)	(6,631,343)	905,498	0

Natural Resources (4050P)

Program Locator

County

Community Services

Office of Sustainability

▷ **Natural Resources**

Program Outcome Statement

Promote resource conservation planning and outreach to support implementation of sustainability, resiliency, and an environmentally conscious community

Program Results

The Natural Resources Program is a new unit in the Office of Sustainability as a result of merging the Waste Management Program from the Department of Public Works with the Office of Sustainability. The Program focuses on advancing environmental sustainability by working with residents, businesses, and institutions throughout San Mateo County to encourage environmental stewardship, implement resource conservation programs (energy, water, and waste), and address the impacts of climate change and sea level rise adaptation. The programs and projects are driven by state legislation, the County's GHG reduction goals, and long range planning necessary for constituents to prepare for the future in order to reach targets for GHG reductions, water conservation, and energy efficiency.

The Program's waste management programs are to advance environmental sustainability, encourage environmental stewardship, and implement resource conservation, focusing on solid waste diversion, outreach and education to meet the State's goals and measures. The program's efforts resulted in over 3,000,000 website hits; nearly 600 calls to the 800 hotline number; conducted 154 workshops, tours, presentations and events to schools, businesses, and the general public to meet the diversion goals of AB 939 and AB 341.

The Program also provides program and policy support to comply with regulatory agency requirements for clean water, stormwater, climate action, green building and energy efficiency. In addition the Program is promoting water conservation programs and initiatives that include a "lawn-be-gone" program, rebates, and rain barrel subsidies. The Program also works collaboratively on a multi-agency basis to provide staff support and oversight to meet the requirements of the County's Municipal Regional Water Permit to protect the environmental integrity of the County's watersheds, the bay, and Pacific ocean. Climate action efforts include securing funding for a Community Choice Energy program and technical study in San Mateo County to purchase and provide customers alternative renewable energy sources. Additional programs include the BayREN energy upgrade that provides technical and advisor service assistance to homeowners and contractors. There has also been a significant increase in illegal dumping and litter clean-up efforts in the unincorporated areas. A new smart phone application was launched in late FY2014-15 with an anticipation of expanded use of the application in FY2015-16. The application allows anyone to report illegal dumping, and/or litter with a smart phone to the County to process the request in a more timely and efficient manner.

During the FY2015-17, the Program expects to launch a Community Choice Energy program and complete a County-wide sea level rise vulnerability assessment. In addition, the Program will collaborate with other County Departments to address sustainable management of groundwater, the use of recycled water, and a water conservation program for one of the County Service Areas.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of tons of GHG emissions reduced as a result of programs/projects implemented across San Mateo County	-----	-----	-----	-----	-----
Daily Garbage Rate Per Person (lbs./person/day in unincorporated San Mateo County)	-----	2.8	2.4	2.9	2.9
-Residential	-----	7.0	5.5	6.6	6.6
-Commercial					
San Mateo County Energy Watch Program Cost Per Kilo-watt Hour Saved	-----	\$0.47	\$0.45	\$0.49	\$0.49

Natural Resources (4050P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution				13.0	13.0	13.0	
Funded FTE				13.0	13.0	13.0	
 Total Requirements	110,343	164,335	20,833	9,546,421	9,525,588	8,798,156	(748,265)
Total Sources	241,580	114,486	211,742	7,914,059	7,702,317	7,914,059	
Net County Cost	(131,237)	49,848	(190,909)	1,632,362	1,823,271	884,097	(748,265)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; the creation of the Natural Resources Unit, including the transfer of funding and allocation for Energy Efficiency, BayREN, Community Choice Aggregation, and Sea Level Rise programs from the County Manager's Office to the new Office of Sustainability budget. This includes moving two filled positions from the County Manager's Office.

Total Requirements	Total Sources	Net County Cost	Positions
1,038,023	266,725	771,298	2

2. Deputy Director

One Deputy Director position is added to manage the staff and programs in the new Natural Resources Unit.

Total Requirements	Total Sources	Net County Cost	Positions
262,017	0	262,017	1

3. Waste Management Programs

The Waste Management Program, including 9 filled permanent positions, 1 vacant permanent position, 2 Extra Help staff and 4 Fellows are transferred from the Department of Public Works to the new Natural Resources Unit in the Office of Sustainability.

Total Requirements	Total Sources	Net County Cost	Positions
6,448,499	6,530,192	(81,693)	8

4. Surplus Property

The County's Surplus Property program, including one filled position, is being transferred from Human Resources to the Natural Resources Unit in the Office of Sustainability.

Total Requirements	Total Sources	Net County Cost	Positions
176,491	105,400	71,091	1

5. New Positions / Differentials / Interns

One Resource Conservation Specialist is added for the Sea Level Rise Initiative, one Fellow is added for Green Business efforts, three Summer Interns are added for Waster Sustainability programs, and differentials are added for the Lead positions in Climate Change / Adaptation and Water Sustainability.

Total Requirements	Total Sources	Net County Cost	Positions
400,558	0	400,558	1

6. Groundwater Study

Measure A funding and allocation for a Groundwater Study are added.

Total Requirements	Total Sources	Net County Cost	Positions
800,000	800,000	0	0

7. Contract with the Resource Conservation District

Funding and allocation to contract with the Resource Conservation District are added.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0

8. Drought Taskforce

Funding and allocation for a Drought Taskforce are added,

Total Requirements	Total Sources	Net County Cost	Positions
75,000	0	75,000	0

9. Water Efficiency Program

Funding and allocation for a Water Efficiency Program are added,

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0

10. Outreach Materials

Funding and allocation for outreach materials are added,

Total Requirements	Total Sources	Net County Cost	Positions
125,000	0	125,000	0

TOTAL FY 2015-16 FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
8,487,565	7,435,592	1,051,973	11

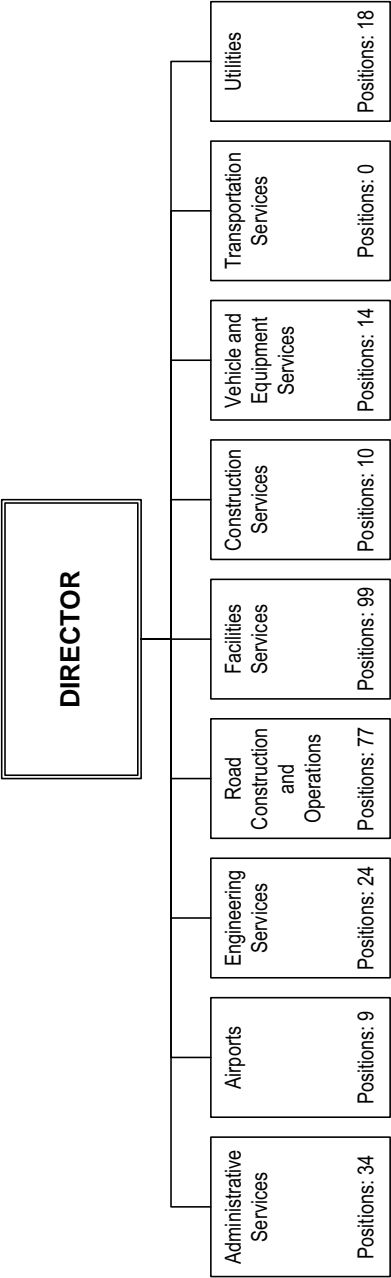
FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

No changes.

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DEPARTMENT OF PUBLIC WORKS



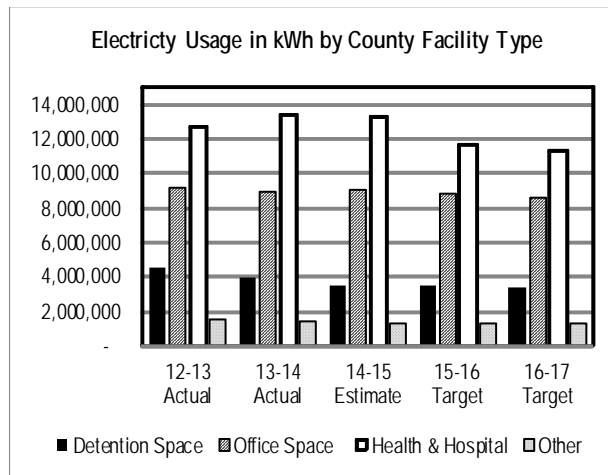
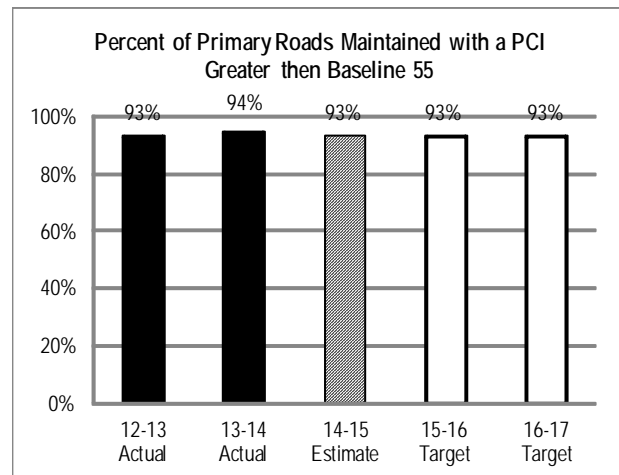
Department Locator

County

Community Services

▷ Department of Public Works

Benchmark Measures



Mission Statement

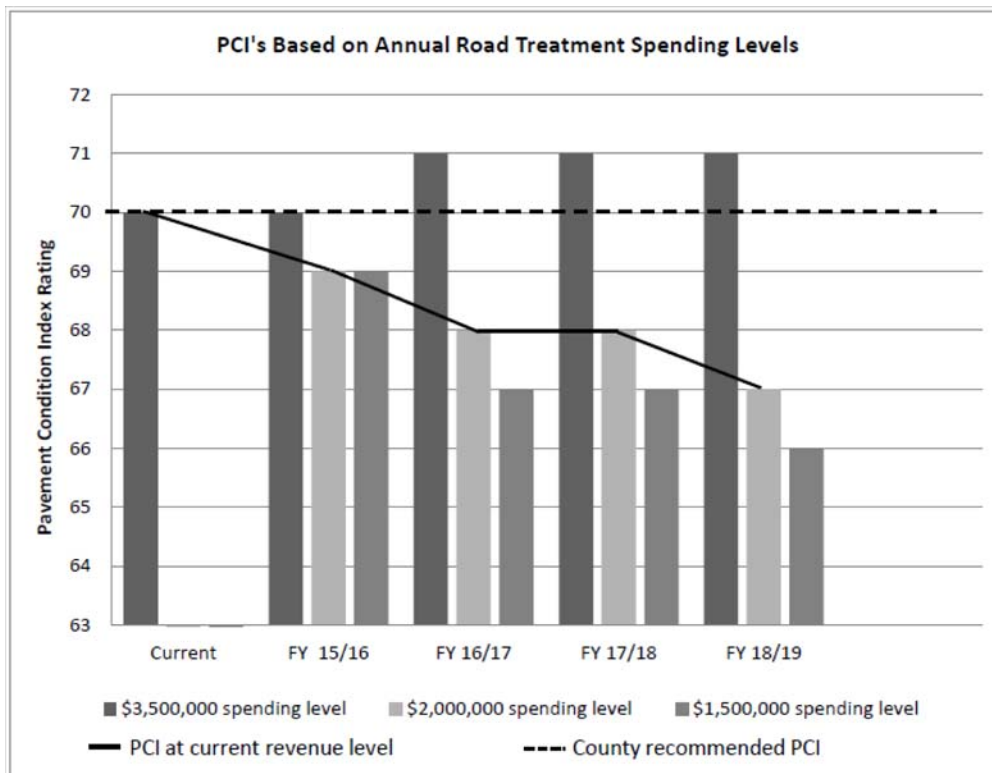
The Department of Public Works provides efficient, economical and responsive infrastructure systems and maintenance; facility engineering, design, development and maintenance; utilities and environmental services to San Mateo County. Services ensure safe, cost effective, accessible and attractive County facilities.

Overview

The Department of Public Works provides San Mateo County residents and County departments with several key services. The Department designs, constructs, repairs, and maintains County roads; maintains the County fleet; operates and maintains the County's office, clinic, and detention facilities; operates and maintains the San Carlos and Half Moon Bay airports; manages the design and construction of County capital projects; manages waste management programs; and manages utility districts. Specifically, the County provides flood control in three zones; sewer/sanitation management for 10 districts; streetlight maintenance management in 11 Districts; fire protection, garbage, and garbage recycling services for County Service Areas; drainage maintenance management in six Districts and water system management in La Honda (CSA7) and Pescadero (CSA11).

In FY 2014-15, the Department completed the resurfacing of Valparaiso Avenue in West Menlo Park, reconstruction of San Benito Avenue in North Fair Oaks, as well as the construction of new roads in the Seal Cove/Moss Beach area. In addition, 39 miles of road were sealed by Department staff in FY 2013-15. The Department continues to lead in the efforts to improve Middlefield Road in North Fair Oaks. Throughout FY 2015-16 and FY2016-17, the Department anticipates working with a consultant to complete the design phase for the Middlefield Road streetscape and undergrounding of utilities. The Department intends to continue to perform seals, pavement resurfacing, and road reconstruction projects over the next two fiscal years as part of its continued efforts to improve the condition of County roads above the minimum baseline targets even as funding becomes limited. The Department has exclusive responsibility for maintaining approximately 315 miles of roads in unincorporated San Mateo County and relies on Highway Use Taxes (Road Funds) to fund road maintenance and improvements. Due to a decrease in the price of fuel and higher fuel economy vehicles reducing demand at the pump, Road Funds are likely to decrease. Although not

sustainable, the Department will begin spending reserves funds to maintain the pavement condition at current levels, while investigating alternate funding sources. The attached graph depicts both the decline in Pavement Condition Indexes over time based on different spending levels for road treatments.



In FY 2014-15, the Facilities Program completed an update to the Facility Condition Information System. This update yielded a revised major maintenance project list that will be used to prioritize improvement projects over the next five years. The completion of improvement projects in combination with an expanded preventative and predictive maintenance program will contribute to the Department's efforts to achieve its three-year goal of 90% of facilities achieving a rating of good or better. Through the implementation of the Strategic Energy Master Plan, the County has reduced its electricity usage by 13% between FY 2010-11 to FY 2013-14. In FY 2013-14, the County increased the number of facilities with an energy star rating to four when the Heller Street Agriculture building received the distinction. The Facilities Program continues to complete projects to reduce the County's energy consumption and improve the overall condition of facilities. For example, in FY 2014-15, a 223 kilowatt solar carport system was installed at the East Palo Alto Government Center. In addition, in FY 2015-16, it is anticipated that the installation of a 1 mega-watt solar voltaic system at the San Mateo Health Center will be completed. Finally, a 750 kW co-generation plant at the San Mateo Medical Center has been installed and is scheduled to be operational at the beginning of FY 2015-16.

The Facilities Capital Projects staff intends to continue to adopt alternative project delivery methods and leverage additional consultant expertise to expedite project delivery schedules in order to manage the increase in the scale and number of capital improvement projects throughout its programs. Four of the highest priority projects for the Department in FY 2015-17 are the Public Dispatch/Emergency Operations/Data Center, Cordilleras Mental Health Facility, the Skylonda Fire Station, and the Animal Shelter. The bridging documents for both the Skylonda Fire Station and the Public Dispatch facility were completed in FY 2014-15. Requests for qualifications for design-build entities have been issued for both the Public Dispatch facility and Skylonda Fire Station. Further it is anticipated that the

request for qualifications for design build entities for the Animal Shelter and the Cordilleras Mental Health Facility will be issued in FY 2015-16, subject to the expediency of the environmental review process.

The Department continues to work toward reducing the number of sewer overflows through preventative maintenance activities, pipe spot repairs, and capital improvement projects. Over the next two years, the Department will continue to replace existing street light fixtures with more energy efficient fixtures, which will also reduce CO2 emissions. The 1998 Master Plan for CSA 7 includes repairs and replacement of significant portions of the water distribution system, totaling approximately \$3.7 million in today's dollars. The current rates are not sufficient to fund all of the recommended improvements. The Department will complete a feasibility study to determine the recommended course of action for the water system and continue to seek alternative funding sources to complete the projects recommended by the feasibility study. San Mateo County faces several regulatory Stormwater quality requirements and unfunded mandates. These include specific requirements outlined in the Municipal Regional Stormwater NPDES Permit (MRP), Fitzgerald Area of Special Biological Significance and Total Maximum Daily Loads for defined creeks in the County. Further it is anticipated that costs for compliance will increase in future years as the new MRP will include additional requirements. Over the next two years, the Department will continue to work with the Office of Sustainability on related efforts; and continue to seek dedicated funding to comply with regulatory requirements.

Department of Public Works (4500B)
ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	8,867,605	8,902,775	6,709,036	7,153,603	444,567	7,251,928	98,325
Licenses, Permits and Franchises	3,413,877	3,455,664	3,228,026	1,010,500	(2,217,526)	1,010,500	
Fines, Forfeitures and Penalties	794						
Use of Money and Property	3,852,676	4,082,078	3,872,302	3,772,465	(99,837)	3,967,895	195,430
Intergovernmental Revenues	22,834,373	25,643,462	27,549,943	23,037,823	(4,512,120)	22,762,532	(275,291)
Charges for Services	13,516,723	14,098,442	14,868,607	15,963,608	1,095,001	16,441,304	477,696
Interfund Revenue	28,546,113	29,367,986	43,730,135	44,807,755	1,077,620	41,446,292	(3,361,463)
Miscellaneous Revenue	1,841,176	3,009,646	712,975	771,413	58,438	778,043	6,630
Other Financing Sources	1,633,782	4,849,572	6,418,367	6,527,388	109,021	3,495,856	(3,031,532)
Total Revenue	84,507,119	93,409,624	107,089,391	103,044,555	(4,044,836)	97,154,350	(5,890,205)
Fund Balance	92,283,416	100,135,262	111,740,457	99,412,929	(12,327,528)	74,736,519	(24,676,410)
TOTAL SOURCES	176,790,535	193,544,886	218,829,848	202,457,484	(16,372,364)	171,890,869	(30,566,615)
REQUIREMENTS							
Salaries and Benefits	33,988,076	35,892,245	41,775,367	42,563,419	788,052	44,015,143	1,451,724
Services and Supplies	43,983,795	42,025,798	66,750,775	61,653,221	(5,097,554)	61,685,407	32,186
Other Charges	9,625,654	7,853,582	18,824,396	19,453,592	629,196	15,247,288	(4,206,304)
Fixed Assets	7,096,602	9,889,939	20,844,955	21,710,893	865,938	15,546,000	(6,164,893)
Other Financing Uses	2,985,442	6,689,621	6,963,220	7,777,799	814,579	6,846,553	(931,246)
Gross Appropriations	97,679,569	102,351,184	155,158,713	153,158,924	(1,999,789)	143,340,391	(9,818,533)
Intrafund Transfers	(19,565,829)	(20,362,627)	(18,945,123)	(23,262,417)	(4,317,294)	(23,976,286)	(713,869)
Net Appropriations	78,113,740	81,988,557	136,213,590	129,896,507	(6,317,083)	119,364,105	(10,532,402)
Contingencies/Dept Reserves	84,145,303	78,634,335	67,236,754	56,831,000	(10,405,754)	36,588,384	(20,242,616)
Non-General Fund Reserves	14,584,404	32,395,267	15,825,319	15,729,977	(95,342)	15,938,380	208,403
TOTAL REQUIREMENTS	176,843,447	193,018,160	219,275,663	202,457,484	(16,818,179)	171,890,869	(30,566,615)
NET COUNTY COST	52,912	(526,726)	445,815		(445,815)	0	
AUTHORIZED POSITIONS							
Salary Resolution	292.0	291.0	290.0	285.0	(5.0)	285.0	
Funded FTE	291.7	290.2	289.2	284.4	(4.8)	284.4	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$16,372,364 or 7.5% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$444,567 in this funding source due to rate increases in most special districts adopted by the Board. This increase was partially offset by a decrease in Measure A sales tax funding for the Bicycle Coordinator position, which transferred to the Office of Sustainability.

Licenses, Permits and Franchises

There is a net decrease of \$2,217,526 in this funding source due to the transfer of the AB939 Franchise Fee fund and related program to the Office of Sustainability. This decrease was partially offset by an increase roadway encroachment permitting, Cable TV franchise fees, and garbage collection franchise fees due to an increasing demand for services.

Use of Money and Property

There is a net decrease of \$99,837 in this funding source due to decreases in interest earnings on Fund balances, facility lease revenue, and airport tie-down rental revenues. This decrease was partially offset by an increase in vending machine sales, airport hangar rentals, airport transient fees, and airport fuel sales.

Intergovernmental Revenues

There is a net decrease of \$4,512,120 in this funding source due to the completion of one-time roads, utilities, and airport projects. This decrease was partially offset by an increase in reimbursements from the Administrative Office of the Courts for the operation of court facilities and the completion of one-time projects.

Charges for Services

There is a net increase of \$1,095,001 in this funding source due to an increase in costs for staffing services, Cable TV franchise fees, sewer service charges, and waste management expenses. This increase was partially offset by a decrease in reimbursements for one-time project costs.

Interfund Revenue

There is a net increase of \$1,077,620 in this funding source due to increases in rent for County-owned properties and reimbursements for project management costs for engineering, special districts, and capital projects, which was partially offset a decrease in reimbursements for services from other County departments, loan proceeds for sewer projects, and transfer of the Recycleworks program to the Office of Sustainability.

Miscellaneous Revenue

There is a net increase of \$58,438 in this funding source an increase in PG&E rebates and PEG fees, which was partially offset by a decrease in reimbursements in fees collected at the Airport and anticipated surplus sale revenue.

Other Financing Sources

There is a net increase of \$109,021 in this funding source due to sewer and light district improvements. This increase was partially offset by a decrease in expenses related to various roads, fleet, and flood control district improvement projects.

Fund Balance

There is a net decrease of \$12,327,528 in this funding source due to the completion of a number of road, sewer, facilities and the transfer of the Recycleworks program to the Office of Sustainability. This decrease was partially offset by a number of sewer and flood control projects not completed as anticipated, and increased departmental

contributions to vehicle replacement. Fund Balance used for one-time projects and purchases in FY 2014-15 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements decreased by \$16,818,179 or 7.7% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$788,052 in this expenditure category due to merit increases, general salary increases, benefits expenses, and extra help costs. This increase was partially offset by the transfer of 9 positions to the Office of Sustainability.

Services and Supplies

There is a net decrease of \$5,097,554 in this expenditure category due to decreases in the costs of supplies and outside vendors for roads and special districts projects, and expenses related to the programs being transferred to the Office of Sustainability. This decrease was partially offset by increases in the costs of supplies and vendors for facilities, vehicle maintenance, lighting and flood control districts, and airport projects.

Other Charges

There is a net increase of \$629,196 in this expenditure category due to contributions for capital improvement projects, general liability claims, reclassification of charges and motor vehicle charges. This is partially offset by a decrease in County facility rental charges for some sections.

Fixed Assets

There is a net increase of \$865,938 due to the addition of one time purchases and the removal of one-time purchases from FY 2014-15.

Other Financing Uses

There is a net increase of \$814,579 in this expenditure category due to increases in expenses for various sewer and flood control projects. This increase was partially offset by reduction in roadway construction, fleet, and flood control district improvement projects.

Intrafund Transfers

There is a net increase of \$4,317,294 in this expenditure category due to increases in reimbursements for miscellaneous services to other County departments, which is partially offset by the reclassification of lighting district operations revenue.

Contingencies/Departmental Reserves

There is net decrease of \$10,405,754 in this expenditure category due to the completion of a number of road, sewer, facilities projects; and the transfer of the Recycleworks program to the Office of Sustainability. The balance in Reserves represents 43.8% of Net Appropriations, which exceeds the County 2% Reserves policy by \$54,233,070. The Reserves will cover costs for ongoing expenditures related to equipment acquisitions, road and special district related capital improvement projects, and local match funding for various grant funded projects.

Non-General Fund Reserves

There is a decrease of \$95,342 in this expenditure category due to the completion of a number of road projects and the transfer of the Recycleworks program to the office of Sustainability. The decrease is partially offset by a number of sewer and flood control projects not completed as anticipated.

NET COUNTY COST

There is a decrease of \$445,815 or 100% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$30,566,615 or 15% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$98,325 in this funding source due to rate increases in most special districts adopted by the Board.

Use of Money and Property

There is a net increase of \$195,430 in this funding source due to increases for airport tie-down rental airport hangar rentals, airport transient fees, and airport fuel sales. This increase was partially offset by a decrease in facility lease revenues.

Intergovernmental Revenues

There is a net decrease of \$275,291 in this funding source due to the completion of one-time road, special district, and airport projects. This decrease was partially offset by an increase in federal funding for road construction projects

Charges for Services

There is a net increase of \$477,696 in this funding source due to increases in sewer service charges and reimbursements for services from County departments and other agencies.

Interfund Revenue

There is a net decrease of \$3,361,463 in this funding source due to decrease in reimbursements for miscellaneous services to other County departments and to the removal of a General Fund Loan for the Crystal Springs Sanitation District which is partially offset anticipated increases in revenue for service charges and project specific reimbursements.

Miscellaneous Revenue

There is a net increase of \$6,630 in this funding source due to parking meter revenues. This increase was partially offset by a slight decrease in reimbursements for garbage collection services.

Other Financing Sources

There is a net decrease of \$3,031,532 in this funding source due to reductions in the number of road, sewer, and light district improvement projects.

Fund Balance

There is a net decrease of \$24,676,410 in this funding source due the completion of a number of road, sewer, airport, and special district projects. Fund Balance used for one-time projects and purchases in FY 2015-16 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements decreased by \$30,566,615 or 15% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,451,724 in this expenditure category due to merit increases, general salary increases, benefits expenses, and extra help costs.

Services and Supplies

There is a net increase of \$32,186 in this expenditure category due to increases in the costs of supplies and outside vendors for facilities, roads and special districts projects. This increase was partially offset by decreases related to the removal of one-time projects anticipated to be completed in FY 2015-16.

Other Charges

There is a net decrease of \$4,206,304 in this expenditure category due primarily to a reduction in capital improvement project contributions. This is partially offset by minor increases in internal service charges.

Fixed Assets

There is a net decrease of \$6,164,893 due to the addition of one time purchases and projects being offset by the removal of one-time purchases and projects from FY 2015-16.

Other Financing Uses

There is a net decrease of \$931,246 in this expenditure category due to due reductions in the number of road, sewer, lighting and special district improvement projects and equipment purchases.

Intrafund Transfers

There is a net increase of \$713,869 in this expenditure category due to increase in reimbursements for miscellaneous services to other County departments.

Contingencies/Departmental Reserves

There is net decrease of \$20,242,616 in this expenditure category due to the completion of a number of road, sewer, facilities and special districts capital improvement projects. The balance in Reserves represents 30.7% of Net Appropriations, which exceeds the County 2% Reserves policy by \$34,201,102. The Reserves will cover costs for ongoing expenditures related to equipment acquisitions, road and special districts related capital improvement projects, and local match funding for various grant funded projects

Non-General Fund Reserves

There is an increase of \$208,403 in this expenditure category due to fewer vehicle replacements than were budgeted.

NET COUNTY COST

There is no change in this Department's General Fund allocation..

Public Works Administration (4510B)

Program Locator

County

Community Services

Department of Public Works

▷ **Administrative Services**

Program Outcome Statement

Provide management, policy setting, and administrative services to the Department of Public Works

Program Results

The Administrative Services Program provides management and support in several key service areas: information technology; financial and accounting services; clerical support; budget and performance management; contract administration; human resources and payroll; safety and employee training; policy and program development; and other administrative service to nearly 300 employees.

During FY 2013-14 and FY 2014-15 the Program undertook a number of automation, redesign and IT upgrade projects to enhance departmental administrative processes. These included initial automation of the Accounts Payable system, digitized storage of departmental documentation, and upgrading the department's maintenance management system. In addition, the Program facilitated an update to the Department's 5-year Strategic Plan. Through these efforts, the Program continues to maintain high customer satisfaction ratings.

In FY 2015-16 & FY 2016-17, the Program anticipates that the percentage of employee evaluations completed will increase as a result of the Program's outreach and education efforts. In addition, over the next two fiscal years, the Program will continue to automate and redesign processes to further streamline service delivery. In particular, the Program's priorities for the next two years will include enhancing the Department's website to better serve its customers and evaluating internal content collaboration tools to streamline internal communications.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Customer satisfaction ratings	97%	96%	93%	90%	90%
Employee evaluations completed	20%	22%	22%	30%	35%
Employees rating of experience working for the county as good or better	78%	84%	84%	85%	85%

Public Works Administration (4510B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	35.0	33.0	33.0	34.0	1.0	34.0	
Funded FTE	34.2	32.8	32.8	34.0	1.2	34.0	
 Total Requirements	5,937,902	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056
Total Sources	5,937,902	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2015 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increases in administrative cost reimbursements from Public Work's operating units and C/CAG, elimination of one-time revenue and expenditures for Bike Coordinator program, SMCSaves grant, and one-time equipment purchases; and anticipated increases in internal service charge and succession planning expenses.

Total Requirements	Total Sources	Net County Cost	Positions
142,364	142,364	0	0

2. Website and Content Collaboration Enhancements

One-time reimbursement funding from the Public Works operating units has been appropriated to enhance the Department of Public Works website presence and internal collaboration tools. Consultants will be retained to create objective measurements to determine how well the website serves the public, make recommendations on content and design changes to improve user experience and assist with the creation of a governance model for the Department's web presence. In addition, funding has been appropriated for creation of a governance plan, identification of internal content collaboration platform, strategic plan and performance metrics.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	100,000	0	0

3. C/CAG Transportation Program Specialist

One permanent full-time Transportation Program Specialist II position has been added to focus on improving the coordination of a variety of transportation planning and programming efforts between the Bay Area regional bodies and local agencies. Funding for this position will be provided by C/CAG.

Total Requirements	Total Sources	Net County Cost	Positions
128,343	128,343	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
370,707	370,707	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget: Adjustments to Provide Current Level Services:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in administrative cost reimbursements from Public Works operating units and C/CAG; elimination of one-time succession planning expense; elimination of one-time web and content collaboration expense; and minor increases in anticipated internal service charges.

Total Requirements	Total Sources	Net County Cost	Positions
(11,944)	108,056	(120,000)	0

2. IT Enhancements

Funds will be appropriated for the development of Business Intelligence Dashboard Infrastructure and desktop virtualization for Public Works staff working at County Center. The implementation of virtual desktop infrastructure will reduce desktop support costs and improve reliability of the operating environment.

Total Requirements	Total Sources	Net County Cost	Positions
120,000	0	120,000	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
108,056	108,056	0	0

Public Works Administration (4510B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		25,963	129,537		(129,537)		
Intergovernmental Revenues		25,000	30,000		(30,000)		
Charges for Services	928,521	829,215	1,144,950	1,346,681	201,731	1,380,986	34,305
Interfund Revenue	4,804,885	3,583,903	6,350,144	6,675,032	324,888	6,748,783	73,751
Miscellaneous Revenue	77,337	55,264	36,375	40,000	3,625	40,000	
Total Revenue	5,810,743	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056
Fund Balance	127,159						
TOTAL SOURCES	5,937,902	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056
REQUIREMENTS							
Salaries and Benefits	4,547,718	4,652,911	5,534,970	5,737,630	202,660	5,809,284	71,654
Services and Supplies	580,065	509,574	1,045,449	1,149,539	104,090	1,163,332	13,793
Other Charges	1,749,471	845,198	1,864,180	2,411,831	547,651	2,433,204	21,373
Fixed Assets	40,735	36,075	105,000		(105,000)		
Other Financing Uses		264,411	221,613	202,807	(18,806)	204,043	1,236
Gross Appropriations	6,917,989	6,308,167	8,771,212	9,501,807	730,595	9,609,863	108,056
Intrafund Transfers	(980,086)	(1,788,823)	(1,080,206)	(1,440,094)	(359,888)	(1,440,094)	
Net Appropriations	5,937,902	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056
TOTAL REQUIREMENTS	5,937,902	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056
AUTHORIZED POSITIONS							
Salary Resolution	35.0	33.0	33.0	34.0	1.0	34.0	
Funded FTE	34.2	32.8	32.8	34.0	1.2	34.0	

Engineering Services (4600B)

Program Locator

County

Community Services

Department of Public Works

▷ **Engineering Services**

Program Outcome Statement

Provide professional and responsive engineering and construction management services

Program Results

The Program provides professional engineering, surveying, drafting and construction management services to construct and maintain County infrastructure for the community to support livable connected communities and the quality of life for residents and visitors. The Program provides design, surveying, and inspection services for various road resurfacing and reconstruction projects in the unincorporated suburban and rural areas of the County, as well as, continues to strive to achieve high customer satisfaction while fulfilling map and survey records requests. The Program partners with the Road Division, Utilities Section, the Parks Department, and other County departments to complete capital improvements throughout the County.

The Program met all its performance targets in FY 2013-14. In FY 2014-15, the Program completed the Valparaiso Avenue Resurfacing Project in the West Menlo Park area, the San Benito Avenue Reconstruction Project in the North Fair Oaks area, construction of new roads in the Seal Cove/Moss Beach area, and the 2014 Countywide Slurry and Cape Seal Project.

The Program strives to consistently deliver construction projects within budget and scheduled working days by continuously improving design processes and criteria in order to maximize project cost efficiency and minimize change order costs.

In FY 2015-17, the Program priorities include introducing new equipment for improving the efficiency of data collection for specific projects, as well as, the construction inspection and surveying processes. Example equipment includes geo-reference capable mobile devices and cameras as well as an electronic survey level. The new equipment will minimize staff time to collect and access information; centralize data files; and allow field personnel to perform quick and accurate survey and elevation checks. In addition, the Program plans to enhance data collection related to road infrastructure information to increase the information available in the County's Geographic Information System to make decisions during concept development of projects in future years.

The Program intends to complete road projects within the target time set for each type of road project by incorporating processes to minimize delays. For example, enhanced public outreach about projects via increased public meetings and postings to the departmental website will be included in the design phase to improve communication about projects with the public and plan for issues that may occur during the design or construction processes. Annual road rehabilitation projects planned for FY 2015-16 include road resurfacing and reconstruction projects in the San Mateo Highlands, Pescadero and West Menlo Park area and a Countywide seal project. During FY 2015-17, the Program will continue to work on the multi-year projects - such as the Crystal Springs Dam Bridge Replacement Project and Middlefield Road Underground and Streetscape Project.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of customers rating maps/survey records services good or better	100%	100%	100%	90%	90%
Average time to complete road improvement project from time of appropriation of funds to time of completion					
Seal:	---	---	9	12	12
Resurfacing:	---	---	10	12	12
Reconstruction:	---	---	23	17	17
Percent of construction projects completed within budget and scheduled working days*	100%	100%	100%	90%	90%

*This measure includes a benchmark of the Program's 3 year historical average performance which was 100% for FY 2013-14

Engineering Services (4600B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	24.0	24.0	24.0	24.0		24.0	
Funded FTE	23.8	23.8	23.8	23.9	0.1	23.9	
 Total Requirements	 3,643,530	 3,623,041	 5,063,498	 4,674,407	 (389,091)	 4,735,837	 61,430
Total Sources	3,546,906	3,733,237	4,966,874	4,554,407	(412,467)	4,615,837	61,430
Net County Cost	96,624	(110,196)	96,624	120,000	23,376	120,000	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2015 Revised to the FY 2015-16 Recommended Budget: :

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and health benefit costs; increases in internal service charges; increase in reimbursements from clients based on anticipated projects; decrease in Fund Balance due to partial completion of the Pescadero Creek Flood Control project; increases in one-time software and equipment purchases to enhance efficiency; and elimination of expenditures due to the partial completion of the Pescadero Flood Control Project.

Total Requirements	Total Sources	Net County Cost	Positions
(389,091)	(412,467)	23,376	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget: Adjustments to Provide Current Level Services:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and health benefit costs; increase in reimbursements from clients based on anticipated projects; elimination of Fund Balance and corresponding expenditures due to anticipated completion of the Pescadero Creek Flood Control project; minor increase in anticipated internal service charges; and decrease in the computer replacement costs based on replacement schedule.

Total Requirements	Total Sources	Net County Cost	Positions
46,430	61,430	(15,000)	0

2. Printer Purchase

The current large format color plotter is nearing the end of its useful life and is not compatible with certain file types now in use. The replacement plotter will enable printing of a wider variety of drawings and maps.

Total Requirements	Total Sources	Net County Cost	Positions
15,000	0	15,000	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
61,430	61,430	0	0

Engineering Services (4600B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	527,918						
Charges for Services	54,332	51,490	41,000	57,000	16,000	66,000	9,000
Interfund Revenue	2,963,286	3,382,660	4,717,554	4,410,907	(306,647)	4,548,337	137,430
Miscellaneous Revenue	1,370	1,588	1,500	1,500		1,500	
Total Revenue	3,546,906	3,435,737	4,760,054	4,469,407	(290,647)	4,615,837	146,430
Fund Balance		297,500	206,820	85,000	(121,820)		(85,000)
TOTAL SOURCES	3,546,906	3,733,237	4,966,874	4,554,407	(412,467)	4,615,837	61,430
REQUIREMENTS							
Salaries and Benefits	3,035,569	3,366,614	4,235,091	4,320,218	85,127	4,479,285	159,067
Services and Supplies	725,500	430,587	889,829	825,735	(64,094)	735,835	(89,900)
Other Charges	444,087	101,047	163,167	167,072	3,905	171,045	3,973
Fixed Assets		5,028				15,000	15,000
Other Financing Uses		102,638	107,579	84,996	(22,583)	82,956	(2,040)
Gross Appropriations	4,205,156	4,005,914	5,395,666	5,398,021	2,355	5,484,121	86,100
Intrafund Transfers	(859,126)	(382,872)	(332,168)	(723,614)	(391,446)	(748,284)	(24,670)
Net Appropriations	3,346,030	3,623,041	5,063,498	4,674,407	(389,091)	4,735,837	61,430
Contingencies/Dept Reserves	297,500						
TOTAL REQUIREMENTS	3,643,530	3,623,041	5,063,498	4,674,407	(389,091)	4,735,837	61,430
NET COUNTY COST	96,624	(110,196)	96,624	120,000	23,376	120,000	
AUTHORIZED POSITIONS							
Salary Resolution	24.0	24.0	24.0	24.0		24.0	
Funded FTE	23.8	23.8	23.8	23.9	0.1	23.9	

Facilities Services (4730B)

Program Locator

County

Community Services

Department of Public Works

▷ **Facilities Services**

Program Outcome Statement

Maintain County facilities in an efficient, professional and sustainable manner

Program Results

Facilities Services maintains over 3 million square feet of office buildings and special purpose facilities including jails, hospitals, clinics, courthouses, and shelters. The Program performs preventive maintenance, component repair and replacement, cleaning, alterations, and improvements on critical building assets and building systems in support of County facilities providing services to the public at locations dispersed throughout San Mateo County. In FY 2014-15, the Program expects to resolve approximately 14,700 service requests, which is slightly less than FY 2013-14.

The Program plans and executes the County's Capital Improvement Program and monitors trends in the Facilities Condition Index (FCI) to ensure major maintenance and component renewal requirements are properly identified, prioritized, and funded. The Facilities Condition (FCI) measure is moving towards its Program goal of 90% of buildings obtaining a favorable facility condition rating. Currently, 78% are rated favorably. The percentage declined from the previous fiscal year due to an increase in additional deferred maintenance identified in a recent facility assessment (The Facility Condition Index is calculated by dividing deficiency costs by building value). Based on the results of the recently completed facilities survey, anticipated level of funding support for FCIS projects, and plans for major facility replacements, the Program will likely meet the 90% goal within 3 years.

In addition, the Program executes the County's Strategic Energy Master Plan (SEMP) to ensure the County achieves its energy and greenhouse gas emission reduction goals, monitors energy consumption, and coordinates with the operations staff to integrate energy efficiency in the preventive maintenance program. For example, building automation and equipment are adjusted during maintenance to maximize the efficiency of the equipment which results in less energy consumption. Implementation of the SEMP is well underway. Over the past year, the Program has concentrated on improving building automation systems, building lighting and lighting systems, installing solar photovoltaic systems, and replacing failing equipment throughout various facilities. Furthermore, the Program has recently completed a 223.2 kilowatt solar carport system at the East Palo Alto Government Center building.

The Program's priorities over the next two years include continuing to efficiently maintain our building inventory and reduce the consumption of electricity, water and other natural resources at County facilities.

In FY 2015-16, the Program anticipates that construction will be underway for solar voltaic systems at the San Mateo Health Center. Through improvements such as these, County facilities are experiencing positive results in energy usage. In FY 2013-14 the County's electric usage declined from 31.8 GWh to 27.5 GWh, a 13% reduction compared to FY 2010-11. In FY 2013-14, the County's gas use decreased from 2.19 to 1.93 million therms, a 12% reduction. In FY 2015-16 and 2016-17, the Program will continue to follow and prioritize the recommendations from the County's Strategic Energy Master Plan to reduce energy usage and improve the overall condition of County facilities.

Finally, the Program is implementing water conservation projects that include replacing high volume urinals, showers, and faucets with low flow fixtures, installing advanced irrigation controllers and adding electronic plumbing control systems at Maguire Jail and the Youth Services Center.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Energy usage per square foot					
- Detention	184	165	156	154	150
- Hospitals	231	236	229	187	182
- Office	71	68	61	61	61
- Other	30	26	19	19	19
Facilities condition measure	75%	86%	78%	80%	85%
Percent of energy efficient facilities	27%	36%	45%	55%	64%

FY 2015-16 Program Funding Adjustments

Facilities Services (4730B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	95.0	98.0	98.0	99.0	1.0	99.0	
Funded FTE	95.8	97.7	97.7	98.8	1.0	98.8	
 Total Requirements	 7,971,398	 9,709,747	 10,995,481	 11,705,071	 709,590	 11,837,630	 132,559
Total Sources	7,895,110	10,006,276	10,526,290	11,705,071	1,178,781	11,837,630	132,559
Net County Cost	76,288	(296,530)	469,191		(469,191)		

The following are significant changes from the FY 2015 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and health benefit costs; increases in rental revenue based on revised rental rates; increased operational costs for maintenance and custodial supplies; minor increases for anticipated internal service charges; and decrease in Net County Cost is offset by an increase in intra-fund revenues for facility rental charges.

Total Requirements	Total Sources	Net County Cost	Positions
569,859	1,039,050	(468,191)	0

2. Construction Project Manager Position

Capital Projects funding will offset the costs associated with adding one permanent full-time Construction Project Manager Position. The position will focus on the implementation of the Strategic Energy Master Plan and will assist in managing additional construction projects as needed.

Total Requirements	Total Sources	Net County Cost	Positions
139,731	139,731	0	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
709,590	1,178,781	(469,191)	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and health benefit costs; increases in rental revenue based on revised rental rates; increased operational costs for maintenance and custodial supplies; elimination of one-time Hansen software upgrade expense; and minor increases for anticipated internal service charges.

Total Requirements	Total Sources	Net County Cost	Positions
132,559	132,559	0	0

Facilities Services (4730B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	681,388	720,673	729,529	650,571	(78,958)	529,307	(121,264)
Intergovernmental Revenues	554,376	918,636	808,608	882,368	73,760	882,368	
Charges for Services		866	3,000	193,606	190,606	202,806	9,200
Interfund Revenue	6,214,182	7,638,794	8,167,017	9,405,676	1,238,659	9,640,299	234,623
Miscellaneous Revenue	333,341	571,920	314,100	340,500	26,400	350,500	10,000
Total Revenue	7,783,287	9,850,889	10,022,254	11,472,721	1,450,467	11,605,280	132,559
Fund Balance	111,823	155,387	504,036	232,350	(271,686)	232,350	
TOTAL SOURCES	7,895,110	10,006,276	10,526,290	11,705,071	1,178,781	11,837,630	132,559
REQUIREMENTS							
Salaries and Benefits	10,740,707	11,343,256	13,141,357	13,900,124	758,767	14,417,472	517,348
Services and Supplies	11,175,940	12,479,492	13,415,700	15,000,515	1,584,815	15,187,903	187,388
Other Charges	1,762,148	1,368,480	1,442,148	2,041,287	599,139	2,150,569	109,282
Fixed Assets		15,757					
Other Financing Uses		292,372	320,835	295,929	(24,906)	296,669	740
Gross Appropriations	23,678,795	25,499,356	28,320,040	31,237,855	2,917,815	32,052,613	814,758
Intrafund Transfers	(15,707,397)	(15,789,610)	(17,324,559)	(19,532,784)	(2,208,225)	(20,214,983)	(682,199)
Net Appropriations	7,971,398	9,709,747	10,995,481	11,705,071	709,590	11,837,630	132,559
TOTAL REQUIREMENTS	7,971,398	9,709,747	10,995,481	11,705,071	709,590	11,837,630	132,559
NET COUNTY COST	76,288	(296,530)	469,191		(469,191)	0	
AUTHORIZED POSITIONS							
Salary Resolution	95.0	98.0	98.0	99.0	1.0	99.0	
Funded FTE	95.8	97.7	97.7	98.8	1.0	98.8	

Road Construction and Operations (4520B)

Program Locator

County

Community Services

Department of Public Works

▷ **Road Construction and Operations**

Program Outcome Statement

Ensure that county maintained roads are safe, accessible and well maintained

Program Results

Road Construction and Operations combines road maintenance efforts with cost effective and timely road surfacing treatments to ensure that the County's road system is optimally managed, allowing the public to easily and safely traverse the County's road network. Towards this end, the Program performed road surface treatments on over 40 miles of roads in calendar year 2014.

Through the use of a pavement management system, the County is able to identify appropriate road surfacing treatments consistent with annual budget allocations. This, combined with an in-house chip seal program utilized on rural coastal roads, has allowed the County to maintain and in some instances gradually increase the overall condition of its road system.

Throughout the next two fiscal years, the Program's priorities will include continuing its in-house chip seal program to treat rural roads while maintaining more than 90% of its primary roads in good condition, primarily through traditional asphalt overlay projects, as well as enhancing efforts to utilize alternative rehabilitation strategies for minor roads in poor condition. This will incrementally reduce the number of poor conditioned roads over time.

While the Program anticipates a decline in Highways Users Tax revenues in FY 2015-16, it expects developing rehabilitation strategies will enable it to, at a minimum, maintain pavement conditions at current levels.

In addition, during the FY 2015-17 16 and FY 2016-17 cycle, the Program will continue to leverage half-cent transportation funds to perform road resurfacing and improvement projects throughout unincorporated San Mateo County. The projects will include repairing discrete failed areas of the roadways, applying a layer of new asphalt to the existing roadway surface, and in some cases improving bicycle lane delineations. Furthermore, the Program funds the Office of Sustainability's Commute Alternatives Program and school crossing guard programs in unincorporated areas throughout the County. These programs promote pedestrian safety and encourage the use of mass-transit, carpooling, walking and biking as a means to travel to and from work.

These efforts assist the County in achieving its goal of reducing traffic, traffic-related air pollution, conserving energy, and improving quality of life for the community.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Volume of trash collected per mile swept	6.5	6.1	6	6	6
Cost per mile of road maintenance	4,442	4,369	4,500	4,625	4,750
Percent of maintained miles with PCI's greater than baseline 55 for Primary Roads 40 for Secondary Roads ¹	93% 85%	94% 85%	93% 85%	93% 85%	93% 85%

1. Industry standard established as 85% of Primary Roads and 80% of Secondary Roads meeting or exceeding roadway condition (PCI) targets

Road Construction and Operations (4520B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	77.0	78.0	77.0	77.0		77.0	
Funded FTE	77.0	78.0	77.0	77.0		77.0	
Total Requirements	57,277,283	62,893,467	64,792,974	55,707,089	(9,085,885)	45,038,201	(10,668,888)
Total Sources	57,277,283	62,893,467	64,792,974	55,707,089	(9,085,885)	45,038,201	(10,668,888)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2015 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and health benefit costs; removal of one-time grant funds and reduction in Fund Balance due to completion of improvement and maintenance projects; increases due to anticipated internal service charge adjustments are offset by decreases in one-time project expenses, removal of one-time fixed asset purchases, and reduction in estimated costs for project specific staff expense; increase in mitigation fund contributions to road projects is offset by decrease in Half-cent Transportation sales tax contributions; decrease in Commute Alternatives Program expenses and reimbursements to reflect completion of the transfer of the Program to the Office of Sustainability; and increase in transfer of funds to Office of Sustainability to fund the Commute Alternatives Program

Total Requirements	Total Sources	Net County Cost	Positions
(15,484,715)	(15,484,715)	0	0

2. Improvement Projects

Various road reconstruction projects including: Lucky, Liberty Park, and North Street from Stage Road to Pescadero Creek Road will be completed using \$1,287,500 in Reserves. These projects are part of long-term efforts to improve the condition of County maintained roads and reduce maintenance costs. In addition, project close out costs have been appropriated (e.g. project close out costs for the SMART Corridor's project which will reroute traffic around highway hazards).

Total Requirements	Total Sources	Net County Cost	Positions
1,287,500	0	1,287,500	0
(1,287,500)	0	(1,287,500)	0

3. Semicircular Road Bicycle and Pedestrian Improvements Project

The Semicircular Road Bicycle and Pedestrian Improvements Project will improve safety for bicyclists and pedestrians near Garfield Elementary School. Example improvements include: sidewalk improvements, push button edge lighted signage at crosswalks, and bicycle sensitive traffic signal loop detectors. While this project is partially funded through a Federal Highway Administration Congestion Mitigation Air Quality grant, \$215,000 in Reserves will be appropriated for project costs. .

Total Requirements	Total Sources	Net County Cost	Positions
320,000	320,000	0	0

4. Crystal Springs Dam Bridge Replacement Project

The Crystal Springs Dam Bridge Replacement Project is required to be completed to raise the storage capacity of the dam. The completion of this project will also improve access to local trails. A Federal Highway Administration Highway Bridge Replacement and Rehabilitation Program grant and \$1.3 million in Reserves will be used to fund the project.

Total Requirements	Total Sources	Net County Cost	Positions
6,078,830	6,078,830	0	0

5. Equipment Replacement and Upgrades

Various road equipment including two one ton trucks, one patch truck and one mower have been identified as needing replacement. New vehicle and equipment purchases will be funded with \$410,000 in Reserves. Vehicles and equipment are replaced each year as part of the County's long-term vehicle equipment program in order to minimize down-time of the fleet..

Total Requirements	Total Sources	Net County Cost	Positions
410,000	0	410,000	0
(410,000)	0	(410,000)	0

6. Corporation Yard Improvements

The gutters above the office space at the Grant Corporation Yard are damaged and the vehicle bay floor is deteriorating. Reserves of \$200,000 will fund the replacements of both the gutters and the floor in order to protect the existing equipment, maintenance facilities, and staff offices.

Total Requirements	Total Sources	Net County Cost	Positions
200,000	0	200,000	0
(200,000)	0	(200,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(9,085,885)	(9,085,885)	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and health benefit costs; decrease in Fund Balance due to completion of one-time improvement projects; elimination of one-time improvement project expenses and grants; minor increases in anticipated service charges; and reduction in mitigation funds contribution based on development levels and a decrease in contract expenditures for road improvement projects.

Total Requirements	Total Sources	Net County Cost	Positions
(18,657,418)	(18,657,418)	0	0

2. Crystal Springs Dam Bridge Replacement Project

This appropriation is for the next phase of the Crystal Springs Dam Bridge Replacement Project. A Federal Highway Administration Highway Bridge Replacement and Rehabilitation Program grant and \$1.3 million in Reserves will be used to fund the project. .

Total Requirements	Total Sources	Net County Cost	Positions
7,988,530	7,988,530	0	0

3. Road Improvement Projects

Various road improvement projects throughout unincorporated San Mateo County will be completed using \$1,800,000 in Reserves. Road surface treatments will be completed as part of the County's long-term efforts to improve the condition of County maintained roads and reduce maintenance costs.

Total Requirements	Total Sources	Net County Cost	Positions
1,800,000	0	1,800,000	0
(1,800,000)	0	(1,800,000)	0

4. Grant Yard Improvements

The pavement at Grant Corporation Yard is deteriorating. Repairing and repaving failing sections of pavement will provide smooth vehicle access throughout the corporation yard and prevent the need for more extensive and costly repairs in future years.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0
(100,000)	0	(100,000)	0

5. Equipment Replacement

Various road equipment including two one ton trucks, one patch truck and one mower have been identified as needing replacement. New vehicle and equipment purchases will be funded with \$410,000 in Reserves. Vehicles and equipment are replaced each year as part of the County's long-term vehicle equipment program in order to minimize down-time of the fleet.

Total Requirements	Total Sources	Net County Cost	Positions
410,000	0	410,000	0
(410,000)	0	(410,000)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(10,668,888)	(10,668,888)	0	0

Road Construction and Operations (4520B) Special Revenue Funds

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	2,137,072	2,236,259	1,865,199	1,865,199		1,865,199	
Licenses, Permits and Franchises	153,400	165,132	160,000	170,000	10,000	170,000	
Use of Money and Property	272,173	260,599	301,332	209,788	(91,544)	209,788	
Intergovernmental Revenues	20,648,781	23,886,261	22,382,603	20,762,893	(1,619,710)	21,848,593	1,085,700
Charges for Services	509,224	625,466	717,500	374,000	(343,500)	374,000	
Interfund Revenue	1,293,617	1,054,699	591,072	1,119,712	528,640	1,155,512	35,800
Miscellaneous Revenue	706,415	1,098,580	170,000	170,000		170,000	
Other Financing Sources	18,964	1,116,457	1,994,390	1,350,000	(644,390)	950,000	(400,000)
Total Revenue	25,739,645	30,443,453	28,182,096	26,021,592	(2,160,504)	26,743,092	721,500
Fund Balance	31,537,638	32,450,014	36,610,878	29,685,497	(6,925,381)	18,295,109	(11,390,388)
TOTAL SOURCES	57,277,283	62,893,467	64,792,974	55,707,089	(9,085,885)	45,038,201	(10,668,888)
REQUIREMENTS							
Salaries and Benefits	8,698,475	9,214,760	10,252,710	10,845,845	593,135	11,250,847	405,002
Services and Supplies	11,649,553	10,557,545	19,487,933	15,277,334	(4,210,599)	15,189,171	(88,163)
Other Charges	1,074,177	992,295	1,532,195	2,133,685	601,490	2,177,017	43,332
Fixed Assets	5,233,018	6,452,020	6,440,000	9,834,500	3,394,500	11,611,000	1,776,500
Other Financing Uses		1,027,368	1,732,765	2,558,808	826,043	2,159,002	(399,806)
Gross Appropriations	26,655,223	28,243,989	39,445,603	40,650,172	1,204,569	42,387,037	1,736,865
Intrafund Transfers	(1,827,953)	(1,961,400)		(1,295,000)	(1,295,000)	(1,295,000)	
Net Appropriations	24,827,269	26,282,589	39,445,603	39,355,172	(90,431)	41,092,037	1,736,865
Contingencies/Dept Reserves	28,712,811	16,837,964	21,853,472	13,147,518	(8,705,954)	767,265	(12,380,253)
Non-General Fund Reserves	3,737,203	19,772,913	3,493,899	3,204,399	(289,500)	3,178,899	(25,500)
TOTAL REQUIREMENTS	57,277,283	62,893,467	64,792,974	55,707,089	(9,085,885)	45,038,201	(10,668,888)
AUTHORIZED POSITIONS							
Salary Resolution	77.0	78.0	77.0	77.0		77.0	
Funded FTE	77.0	78.0	77.0	77.0		77.0	

Construction Services (4740B)

Program Locator

County

Community Services

Department of Public Works

▷ **Construction Services**

Program Outcome Statement

Provide agile, efficient, and cost effective construction related services

Program Results

The Program provides construction estimates, installations, and related services to County departments and outside agencies on a fee-for-service basis to ensure accessible, functional, and safe environments for the public and County employees. The expertise of in-house craftsmen and their familiarity with county staff, facilities and procedures enables quick response to service requests, including small to medium size projects in coordination with the Facilities Maintenance and Capital Projects units. The Program's contribution in reducing the backlog of these smaller scale capital projects has continued in FY 2013-14 and FY 2014-15. Each year, approximately 750 service requests and some 35 facility improvement projects are completed within budget and on schedule. The Program anticipates additional service requests related to Integrated Workspace Management System (IWMS) projects in FY 2015-16 and FY 2016-17 as departments undertake minor remodels. As encountered in FY 2014-15, IWMS projects have longer schedules and greater scopes.

The Program expects that completion of these requests will reduce average service requests completed per employee per year. The Program's priorities over the next two years include maintaining historically favorable customer satisfaction ratings through FY 2015-16 and FY 2016-17.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Average service requests completed per employee per year ¹	91	92	59	70	70
Percent of service requests completed within budget/schedule	100%	100%	100%	95%	95%
Percent of customers rating services as 'good' or 'better'	100%	100%	100%	90%	90%

¹The 3-year historical average for customer service is 98.3%.

Construction Services (4740B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	13.0	10.0	10.0	10.0		10.0	
Funded FTE	12.9	10.0	10.0	10.0		10.0	
 Total Requirements	1,696,414	1,880,741	2,016,106	2,158,435	142,329	2,234,132	75,697
Total Sources	1,696,414	1,880,741	2,016,106	2,158,435	142,329	2,234,132	75,697

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increase in reimbursement from clients based on anticipated projects; reduction in Fund Balance used to pay for non-reimbursable expenses in FY 2014-15; and decrease in anticipated materials and training expenses.

Total Requirements	Total Sources	Net County Cost	Positions
142,329	142,329	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increase in reimbursement from clients based on anticipated project costs; and minor increase in project based construction costs.

Total Requirements	Total Sources	Net County Cost	Positions
75,697	75,697	0	0

Construction Services (4740B)
Construction Services Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	(57)	327					
Intergovernmental Revenues	406						
Charges for Services	16,160	5,689	133,972	98,410	(35,562)	98,410	
Interfund Revenue	1,655,439	1,645,786	1,669,235	2,060,025	390,790	2,135,722	75,697
Miscellaneous Revenue	(534)	19,615					
Other Financing Sources		8,848	24,414		(24,414)		
Total Revenue	1,671,414	1,680,266	1,827,621	2,158,435	330,814	2,234,132	75,697
Fund Balance	25,000	200,475	188,485		(188,485)		
TOTAL SOURCES	1,696,414	1,880,741	2,016,106	2,158,435	142,329	2,234,132	75,697
REQUIREMENTS							
Salaries and Benefits	1,262,815	1,265,390	1,523,897	1,677,793	153,896	1,741,221	63,428
Services and Supplies	168,805	353,216	414,518	402,202	(12,316)	411,646	9,444
Other Charges	64,319	71,478	73,035	73,718	683	76,543	2,825
Other Financing Uses		2,246	4,656	4,722	66	4,722	
Gross Appropriations	1,495,939	1,692,331	2,016,106	2,158,435	142,329	2,234,132	75,697
Intrafund Transfers		(76)					
Net Appropriations	1,495,939	1,692,255	2,016,106	2,158,435	142,329	2,234,132	75,697
Contingencies/Dept Reserves	200,475	188,485					
TOTAL REQUIREMENTS	1,696,414	1,880,741	2,016,106	2,158,435	142,329	2,234,132	75,697
AUTHORIZED POSITIONS							
Salary Resolution	13.0	10.0	10.0	10.0		10.0	
Funded FTE	12.9	10.0	10.0	10.0		10.0	

Vehicle and Equipment Services (4760B)

Program Locator

County

Community Services

Department of Public Works

▷ **Vehicle and Equipment Services**

Program Outcome Statement

Provide efficient fleet procurement, maintenance, repair, and fuel services

Program Results

Vehicle and Equipment Services utilizes effective vehicle maintenance, purchasing and replacement strategies to minimize the amount of unscheduled, and typically more costly, repairs on County vehicles. The Program meets with departments to ensure all vehicle needs are met, including the purchase of replacement vehicles and/or to address any changes within the department that will impact vehicle needs.

The FY 2013-14 implementation of an electric vehicle charging station and anticipated future expansion of electric vehicle infrastructure is expected to enable the County fleet to further reduce carbon emissions. In addition, in FY 2014-15 the Program continued its implementation of vehicle tracking technologies (vehicle reservation and GPS tracking systems) that are expected to stabilize and ultimately reduce fleet miles driven by enabling the County to more effectively identify vehicle needs and shared resource opportunities. With recent training on the GPS software, departments are learning about their trends with vehicle usage to help them make informed decisions on business practices that will provide cost-savings.

The Program anticipates relocating its Redwood City Maintenance Facility and Motorpool to accommodate the new Emergency Operations and Public Safety and Communications structure on the County Campus. The Redwood City Maintenance Facility is relocating to Grant Yard. The location of the Motorpool on the Redwood City campus is currently being finalized.

Throughout FY 2015-16 and FY 2016-17, the Program's priorities include continuing to provide regular staff training on new vehicle technologies so that staff can efficiently maintain an increasingly hybrid fleet that substantially reduces the overall carbon footprint of the fleet. It is believed that doing so will contribute towards positive trends in the preventative maintenance repair orders as a percent of total repair orders by ensuring the staff provides proper preventative maintenance on vehicles. By ensuring that the preventative maintenance repair orders equate to at least half of all repair orders, the Program continues to provide vehicles that are in good working order and avoids more costly repair.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Total annual mileage of county passenger and patrol vehicles:					
- Patrol vehicles	1,154,364	1,264,472	1,250,000	1,281,000	1,300,000
- Non-patrol Vehicles	5,096,768	4,698,745	5,250,000	5,100,000	5,100,000
Total cost per vehicle by vehicle type:					
- Patrol Vehicles	\$8,411	\$7,546	\$7,037	\$7,370	\$7,400
- Non-patrol Vehicles	\$2,771	\$2,568	\$2,502	\$2,600	\$2,700
Preventative maintenance repair orders as a percent of total repair orders ¹	55%	51%	51%	51%	51%

¹The Standard set by the America Public Works Association is 50% or more preventative maintenance repair orders as a percentage of total repair orders.

Vehicle and Equipment Services (4760B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	14.0	14.0	14.0	14.0		14.0	
Funded FTE	14.0	14.0	14.0	14.0		14.0	
Total Requirements	14,355,635	16,610,896	17,670,621	19,609,608	1,938,987	19,986,372	376,764
Total Sources	14,355,635	16,610,896	17,670,621	19,609,608	1,938,987	19,986,372	376,764

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increases in revenue from departments for vehicle usage and fuel costs; increase in ongoing GPS system expense is offset by revenue received from departments for the initiative; removal of one-time completed SMCSaves project grant revenue and expenses; increases in operating expenses mainly due to rising costs for fuel and oil based products; elimination of one-time vehicle and equipment purchases; and increases in departmental contribution to vehicle replacement fund and replacement fund Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
1,938,987	1,938,987	0	0

2. Annual Vehicle Replacement

The Program is responsible for the annual replacement of assigned and pool vehicles. Reserves will fund the one-time replacement of 15 Sheriff patrol vehicles, including transportation vehicles for the new Maple Street Correctional Facility and 54 vehicles for various departments.

Total Requirements	Total Sources	Net County Cost	Positions
2,170,000	0	2,170,000	0
(2,170,000)	0	(2,170,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,938,987	1,938,987	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increase in revenue from departments for anticipated vehicle usage and fuel costs; elimination of one-time vehicle purchases; decrease in departmental contributions to replacement fund as needed replacements have been completed; and increase in Reserves due to completion of one-time purchases.

Total Requirements	Total Sources	Net County Cost	Positions
376,764	376,764	0	0

2. Annual Vehicle Replacement

The Program is responsible for the annual replacement of assigned and pool vehicles. Reserves will fund the one-time replacement of up to 69 vehicles for the Sheriff and other County departments.

Total Requirements	Total Sources	Net County Cost	Positions
2,170,000	0	2,170,000	0
(2,170,000)	0	(2,170,000)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
376,764	376,764	0	0

Vehicle and Equipment Services (4760B)

ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	54,224	57,997					
Charges for Services	25,243	3,980	99,256	10,500	(88,756)	10,500	
Interfund Revenue	6,744,690	6,833,935	6,391,020	7,896,345	1,505,325	7,806,723	(89,622)
Miscellaneous Revenue	154,651	220,470	118,000	85,420	(32,580)	86,000	580
Other Financing Sources		267,610	328,864		(328,864)		
Total Revenue	6,978,807	7,383,992	6,937,140	7,992,265	1,055,125	7,903,223	(89,042)
Fund Balance	7,376,827	9,226,904	10,733,481	11,617,343	883,862	12,083,149	465,806
TOTAL SOURCES	14,355,635	16,610,896	17,670,621	19,609,608	1,938,987	19,986,372	376,764
REQUIREMENTS							
Salaries and Benefits	1,411,153	1,506,361	1,746,607	1,799,475	52,868	1,870,754	71,279
Services and Supplies	2,441,643	2,581,878	2,749,057	3,143,279	394,222	3,200,370	57,091
Other Charges	487,541	494,578	524,703	615,700	90,997	641,523	25,823
Fixed Assets	788,394	1,319,424	1,445,000	2,170,000	725,000	2,170,000	
Other Financing Uses		5,967	5,967	3,505	(2,462)	3,592	87
Gross Appropriations	5,128,731	5,908,207	6,471,334	7,731,959	1,260,625	7,886,239	154,280
Intrafund Transfers		(30,792)		(205,500)	(205,500)	(212,500)	(7,000)
Net Appropriations	5,128,731	5,877,415	6,471,334	7,526,459	1,055,125	7,673,739	147,280
Non-General Fund Reserves	9,226,904	10,733,481	11,199,287	12,083,149	883,862	12,312,633	229,484
TOTAL REQUIREMENTS	14,355,635	16,610,896	17,670,621	19,609,608	1,938,987	19,986,372	376,764
AUTHORIZED POSITIONS							
Salary Resolution	14.0	14.0	14.0	14.0		14.0	
Funded FTE	14.0	14.0	14.0	14.0		14.0	

Waste Management (4820B)

Program Locator

County

Community Services

Department of Public Works

▷ **Waste Management**

Program Outcome Statement

Administer and implement resource conservation programs and policies throughout the County

Program Results

The Program's mission is to advance environmental sustainability by working with residents, businesses and institutions throughout San Mateo County (County) to encourage environmental stewardship, implement resource conservation programs, policies, and comply with the California Integrated Waste Management Act (AB 939), the California Mandatory Commercial Recycling Act (AB 341), and the recently passed the Solid Waste: Organic Waste Act (AB1826).

Effective FY 2015-16 this financial unit will be dissolved. All Program activities will transfer to the Office of Sustainability except management of two garbage franchise agreements, the Pescadero Transfer Station, and the maintenance and monitoring of the County's closed landfills which will transfer to the Utilities Program.

Performance Measures¹

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Retention Rate of Information Presented to Students After the RecycleWorks Field Trips	n/a	n/a	75	n/a	n/a
San Mateo County Energy Watch Program Cost Per Kilowatt Hour Saved (in dollars)	n/a	0.47	0.45	n/a	n/a
Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County	Residential 2.8 Commercial 7	Residential 2.4 Commercial 5.5	Residential 2.9 Commercial 6.6	Residential n/a Commercial n/a	Residential n/a Commercial n/a

1. Measures will be tracked by the Office of Sustainability going forward

Waste Management (4820B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	9.0	9.0	9.0		(9.0)		
Funded FTE	8.9	9.0	9.0		(9.0)		
 Total Requirements	 10,429,634	 11,476,249	 12,470,250		 (12,470,250)		
Total Sources	10,429,634	11,476,249	12,470,250		(12,470,250)		

FY 2015-6 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; removal of one-time general fund contribution for FY 2014-15 mid-year salary increase; and no further adjustments were made to reflect current costs for services as services are transferring to other operating units.

Total Requirements	Total Sources	Net County Cost	Positions
29,283	(66,649)	95,932	0

2. Program Transfer

The 4820B Budget Unit is being dissolved. Services will continue to be provided by the Office of Sustainability and the Utilities Program of the Department of Public Works. The following positions and associated operational revenues and expenses will transfer to the Office of Sustainability to perform diversion, RecycleWorks and Energy Watch related functions: one vacant and three filled Resource Conservation Specialist II, one filled unclassified Resource Conservation Specialist, two filled Resource Conservation Program Managers, and one filled Waste Management and Environmental Services Manager. One vacant Public Works Technician II position and associated operational revenues and expenses will transfer to the Utilities Program of the Department of Public Works to perform activities related to landfill maintenance, operation of the Pescadero Transfer Station, and management of garbage collection franchise agreements.

Total Requirements	Total Sources	Net County Cost	Positions
(12,499,533)	(12,403,601)	(95,932)	(9)

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(12,470,250)	(12,470,250)	0	(9)

FY 2016-17 Program Funding Adjustments

No changes.

Waste Management (4820B)
Special Revenue Funds

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	2,563,615	2,563,991	2,424,820		(2,424,820)		
Fines, Forfeitures and Penalties	794						
Use of Money and Property	47,924	47,779	31,237		(31,237)		
Intergovernmental Revenues	149,628	336,055	119,750		(119,750)		
Charges for Services	139,930	158,743	35,130		(35,130)		
Interfund Revenue	1,477,758	1,342,512	1,642,697		(1,642,697)		
Miscellaneous Revenue	87,552	163,358					
Other Financing Sources		20,474	66,649		(66,649)		
Total Revenue	4,467,201	4,632,912	4,320,283		(4,320,283)		
Fund Balance	5,962,433	6,843,337	8,149,967		(8,149,967)		
TOTAL SOURCES	10,429,634	11,476,249	12,470,250		(12,470,250)		
REQUIREMENTS							
Salaries and Benefits	1,005,112	1,101,271	1,524,433		(1,524,433)		
Services and Supplies	2,570,509	2,121,332	5,654,879		(5,654,879)		
Other Charges	10,676	74,881	88,738		(88,738)		
Other Financing Uses		28,798	32,369		(32,369)		
Gross Appropriations	3,586,297	3,326,282	7,300,419		(7,300,419)		
Net Appropriations	3,586,297	3,326,282	7,300,419		(7,300,419)		
Contingencies/Dept Reserves	5,835,746	7,202,626	4,420,699		(4,420,699)		
Non-General Fund Reserves	1,007,591	947,341	749,132		(749,132)		
TOTAL REQUIREMENTS	10,429,634	11,476,249	12,470,250		(12,470,250)		
AUTHORIZED POSITIONS							
Salary Resolution	9.0	9.0	9.0		(9.0)		
Funded FTE	8.9	9.0	9.0		(9.0)		

Utilities (4840B)

Program Locator

County

Community Services

Department of Public Works

► **Utilities**

Program Outcome Statement

Ensure the operation of utility programs and districts throughout San Mateo County

Program Results

The Program provides customers in ten sewer districts with reliable sanitary sewer systems, responsible emergency assistance, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. Costs for sewage treatment and disposal and routine maintenance have increased significantly due to new regulations. The cost per mile for scheduled preventative maintenance of the 144 miles of sanitary sewer mains was approximately \$5,000 and started to increase in FY 2013-14 due to changes in scheduling methodology in some of the districts to reduce overflows. It is also anticipated that the cost per mile would increase again for FY 2014-15. An increase in cost per mile typically indicates increases in the following areas: cost of materials and labor; maintenance required for complete cleaning of sewer mains; need for identification and resolution of infrastructure failure; regulatory compliance requirements; and vandalism resulting in response and resolution.

In FY 2015-16 and FY 2016-17 the Program will continue to prioritize implementation of capital improvement projects identified in Sewer Master Plans or identified based on results of recent condition assessment programs for each district. It is anticipated that this work will have a positive effect on the cost per mile by reducing infrastructure failure.

The Program continues to meet its targets and achieve higher percentages of time spent on scheduled maintenance. This typically translates into less emergency responses to blockages in District maintained sewer lines and sanitary sewer overflows. Sewer district staff continues to provide emergency response to customer requests for assistance due to blockages in their laterals. Incidents of sewage back-ups or overflows from sewer laterals must be responded to by staff 24/7 to ensure that the causes are not due to blockages in the district maintained sewer mains. Additionally, sewage spills need to be cleaned up to protect public health and the environment. The Program anticipates that customer requests will remain steady and it will continue to meet its target of resolving 600 requests in FY 2015-16 and FY 2016-17.

In addition, the Program operates and maintains over 2,100 lights in eleven street lighting districts in both suburban and rural settings. The lights provide enhanced visibility for drivers, bicyclists, and pedestrians in communities where they live and work.

The Program manages four County Service Areas (CSAs). Services provided include potable water, street lighting, fire protection, garbage and recycling collection services.

The Program manages eight drainage maintenance districts and four flood control zones within various areas of the County to provide communities with reliable flood control and storm drain systems through efficient maintenance, repair and responsive customer service.

Finally, the Program manages watershed protection activities for the Department, which includes: obtaining environmental permits, field inspections during construction, determining the impacts of environmental regulations, coordinating with other departments to comply with the County's National Pollution Discharge Elimination System (NPDES) permit, and developing road maintenance standards that are environmentally sensitive.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of resolved sewer / sanitation district customer requests related to sewer lateral back-ups	631	636	600	600	600
Percent of time spent on sewer preventative maintenance ¹	86%	85%	80%	80%	80%
Cost of scheduled sewer work per mile of sanitary sewer main	\$5,036	\$5,162	\$5,340	\$5,340	\$5,300

¹This measure includes a benchmark of a three year historical average of Program performance, which was 88% in FY 2013-14.

Utilities (4840B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	16.0	17.0	17.0	18.0	1.0	18.0	
Funded FTE	16.0	17.0	17.0	17.8	0.8	17.8	
Total Requirements	71,302,776	78,080,177	92,677,100	96,760,323	4,083,223	76,510,273	(20,250,050)
Total Sources	71,422,776	78,200,177	92,797,100	96,880,323	4,083,223	76,630,273	(20,250,050)
Net County Cost	(120,000)	(120,000)	(120,000)	(120,000)		(120,000)	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increase in operating revenue and district operating costs; increase in available Fund Balance due to prior year savings; elimination of one-time capital improvement and equipment costs; adjustments to one-time contributions to other agencies; adjustments to anticipated loan revenues; and an increase in costs related to staff time spent on stormwater compliance activities.

Total Requirements	Total Sources	Net County Cost	Positions
1,262,420	1,262,420	0	0

2. Sewer District Capital Improvement Projects

Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies or excessive maintenance. One-time capital improvements through the sewer districts will be financed with Reserves. In addition, the Burlingame Hills Sewer Capacity Improvement Project will be funded with a Clean Water State Revolving Fund Loan. Improvements will help reduce sewer overflows and the amount of staff time spent on unscheduled maintenance.

Total Requirements	Total Sources	Net County Cost	Positions
1,600,000	1,600,000	0	0

3. Sewer Equipment Replacement

Equipment that is no longer functional or costly to maintain has been identified for replacement. Equipment that reflects the latest technology such as rodding and hydroflush trucks, combination hydroflush/vacuum trucks, flow meters, CCTV camera and vans will be acquired using a one-time appropriation of Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
435,000	0	435,000	0
(435,000)	0	(435,000)	0

4. Transfer In of Waste Management Programs

The 4820B Waste Management unit of Public Works is dissolving. One vacant Public Works Technician II will be transferring from 4820B to 4840B to perform waste management functions. In addition, revenue and expenses related to waste management functions, such as the garbage collection franchise area, the County's closed landfills, and the Pescadero Transfer station will be transferred to 4840B. The transfer includes transferring the Garbage Collection Franchise Reserve from 4820B to 4840B.

Total Requirements	Total Sources	Net County Cost	Positions
1,220,803	1,220,803	0	0

5. Lighting Equipment Replacement

Equipment that is no longer functional or costly to maintain has been identified for replacement. Equipment that meets the needs for streetlight maintenance and reflects the latest technology such as a bucket truck will be acquired using a one-time appropriation of Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
135,000	0	135,000	0
(135,000)	0	(135,000)	0

6. Flood Control Improvement Projects

The San Francisquito Creek Flood Control Zone 2 Army Corps of Engineers Project is in its ninth year. Contributions for design and initial construction costs will be appropriated from Reserves. In addition, Reserves will be appropriated for channel wall improvements to reduce the risk of flooding for properties and residents in Colma Creek Flood Control Zone.

Total Requirements	Total Sources	Net County Cost	Positions
3,493,950	0	3,493,950	0
(3,493,950)	0	(3,493,950)	0

7. Water System Improvement Projects

Funding from a Proposition 84 Integrated Regional Water Management Plan grant will be appropriated for the Pescadero Water Supply and Sustainability Project. This project will focus on a new well and storage tank for CSA 11. In addition, Reserves will be appropriated for the construction phase of the seismic retrofit and flexible pipe connection improvement to the CSA 7 water storage tank and treatment plant. These improvements will improve the reliability of each water system.

Total Requirements	Total Sources	Net County Cost	Positions
890,000	0	890,000	0
(890,000)	0	(890,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
4,083,223	4,083,223	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; reduction in one-time loan revenues; reduction in Fund Balance and Reserves due to anticipated completion of one-time improvement projects; eliminate one-time improvement project expenditures; remove completed contributions to local jurisdictions for joint improvement projects; reduction in transfers of funds among the special districts for equipment purchases.

Total Requirements	Total Sources	Net County Cost	Positions
(20,250,050)	(20,250,050)	0	0

2. Flood Control Improvements

To improve infrastructure and maintain channel capacity, Reserves will be appropriated to complete construction of channel wall repair and improvement projects. These improvements will provide flood protection for properties and residents in the Colma Creek Flood Control Zone. In addition, Reserves will be appropriated for the San Francisquito Creek Flood Control Zone 2 Army Corps of Engineers Project.

Total Requirements	Total Sources	Net County Cost	Positions
1,846,975	0	1,846,975	0
(1,846,975)	0	(1,846,975)	0

3. Sewer Equipment Replacement

Equipment that is no longer functional or costly to maintain has been identified for replacement. Equipment that reflects the latest technology such as rodding and hydroflush trucks, combination hydroflush/vacuum trucks, flow meters, CCTV camera and vans will be acquired using a one-time appropriation of Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
250,000	0	250,000	0
(250,000)	0	(250,000)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(20,250,050)	(20,250,050)	0	0

Utilities (4840B)

ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	6,730,533	6,640,553	4,714,300	5,288,404	574,104	5,386,729	98,325
Licenses, Permits and Franchises	681,361	711,041	627,706	825,000	197,294	825,000	
Use of Money and Property	310,273	307,886	241,032	290,594	49,562	290,594	
Intergovernmental Revenues	815,691	393,246	1,875,863	1,031,571	(844,292)	31,571	(1,000,000)
Charges for Services	11,829,477	12,409,196	12,664,299	13,853,911	1,189,612	14,279,102	425,191
Interfund Revenue	3,392,256	3,885,696	14,201,396	13,240,058	(961,338)	9,410,916	(3,829,142)
Miscellaneous Revenue	410,135	577,361	9,000	71,993	62,993	68,043	(3,950)
Other Financing Sources	1,614,818	3,418,087	3,959,951	5,177,388	1,217,437	2,545,856	(2,631,532)
Total Revenue	25,784,543	28,343,065	38,293,547	39,778,919	1,485,372	32,837,811	(6,941,108)
Fund Balance	45,638,232	49,857,112	54,503,553	57,101,404	2,597,851	43,792,462	(13,308,942)
TOTAL SOURCES	71,422,776	78,200,177	92,797,100	96,880,323	4,083,223	76,630,273	(20,250,050)
REQUIREMENTS							
Salaries and Benefits	2,200,890	2,325,432	2,634,671	2,926,064	291,393	3,028,718	102,654
Services and Supplies	13,905,985	12,248,381	22,250,614	24,873,450	2,622,836	24,903,483	30,033
Other Charges	2,741,316	2,600,999	12,394,663	11,232,740	(1,161,923)	6,813,410	(4,419,330)
Fixed Assets	384,444	1,840,146	9,954,000	9,324,000	(630,000)	1,750,000	(7,574,000)
Other Financing Uses	2,985,442	4,965,823	4,537,436	4,627,032	89,596	4,095,569	(531,463)
Gross Appropriations	22,218,077	23,980,780	51,771,384	52,983,286	1,211,902	40,591,180	(12,392,106)
Intrafund Transfers	(102,690)	(404,158)	(158,190)	(15,425)	142,765	(15,425)	
Net Appropriations	22,115,386	23,576,622	51,613,194	52,967,861	1,354,667	40,575,755	(12,392,106)
Contingencies/Dept Reserves	49,098,771	54,405,260	40,962,583	43,683,482	2,720,899	35,821,119	(7,862,363)
Non-General Fund Reserves	88,618	98,294	101,323	108,980	7,657	113,399	4,419
TOTAL REQUIREMENTS	71,302,776	78,080,177	92,677,100	96,760,323	4,083,223	76,510,273	(20,250,050)
NET COUNTY COST	(120,000)	(120,000)	(120,000)	(120,000)		(120,000)	
AUTHORIZED POSITIONS							
Salary Resolution	16.0	17.0	17.0	18.0	1.0	18.0	
Funded FTE	16.0	17.0	17.0	17.8	0.8	17.8	

Airports (4850B)

Program Locator

County

Community Services

Department of Public Works

► **Airports**

Program Outcome Statement

Ensure the safe operation and maintenance of County-operated Airports

Program Results

The San Mateo County Airports strive to engage and educate the local community about the important benefits of the Airports. The Program operates and maintains the San Carlos and Half Moon Bay Airports in compliance with Federal Aviation Regulations, State requirements, and County Airport Noise Abatement Procedures. Program staff manages and maintains over 500 acres of airport facilities, infrastructure, and equipment; manages over 400 lease agreements and business contracts; and performs design and environmental studies for future federally funded safety, security and infrastructure improvements at both the San Carlos and Half Moon Bay Airports. With the aid of a \$2.3 million dollar Federal Aviation Administration Grant, the Program has substantially completed several capital improvements at the San Carlos Airport. This grant funded the construction of an expanded aviation fuel storage facility and the rehabilitation of one of the Airport's storm water pumping facilities including the replacement of existing pumps and backup generator.

The Program continues to achieve a 99% compliance rate with airport noise abatement. The high rate of compliance is the result of educational efforts and aircraft flight monitoring in the communities neighboring the Airports. In FY 2013-14, the total number of Aircraft Operations at San Carlos Airport was slightly less than the average of Bay Area general aviation airports, but still similar to other local bay area airports. The Program continues to maintain a high level of occupancy in Airport-owned hangars. Aviation businesses continue to express strong interest in beginning or expanding operations at the County's Airports.

Program priorities include studying and designing capital projects to overlay and restripe the taxiways and runway at the San Carlos Airport; and repairing a culvert, replacing a windsock, and installing perimeter fencing at the Half Moon Bay Airport. These capital projects will greatly enhance the condition, safety and usability of both Airports. The Program anticipates that the design-phase of these projects will be completed in 2015 and, upon receipt of Federal Aviation Administration and Caltrans grant funding, construction will begin in 2016.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
San Carlos Airport - annual aircraft operations*	120,130	131,315	95,000	105,000	110,000
Percentage occupancy Percent of rented- Airport offices and concession areas	83%	92%	80%	80%	80%
Percent of rented- Hangars and T-shades	95%	94%	90%	90%	90%
Percentage of aircraft observed in compliance with noise abatement procedures	99%	99%	99%	99%	99%

*This measure includes a benchmark of Bay Area General Aviation Airports, which was 139,202 in FY 2013-14

Airports (4850B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	9.0	8.0	8.0	9.0	1.0	9.0	
Funded FTE	9.0	8.0	8.0	9.0	1.0	9.0	
Total Requirements	4,228,875	4,224,500	5,898,627	3,780,838	(2,117,789)	3,378,655	(402,183)
Total Sources	4,228,875	4,224,500	5,898,627	3,780,838	(2,117,789)	3,378,655	(402,183)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2015 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of a reduction in rental revenue due to office space vacancies; elimination of one-time state and federal revenue and capital expenses specific to completed projects; increase in Reserves as a result of elimination of one-time capital improvement projects; merit increases; and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(2,478,780)	(2,478,780)	0	0

2. Federal Aviation Administration (FAA) Grant Funded Projects

The Program has accepted Federal and State grant funding for projects that are identified on the FAA Airport Layout Plan and five-year FAA Airport Capital Improvement Plan. The projects are as follows: Design of Taxiway and Runway Slurry Seal at the San Carlos Airport, and windsock replacement, culvert repair and perimeter fencing at the Half Moon Bay Airport. The study and design and construction of these projects will rehabilitate airport infrastructure and enhance safety for airport users. The required County match for both projects is \$21,031 and will be financed with Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
360,991	360,991	0	0

3. Staffing Adjustments

One vacant Program Services Manager I position will be converted to two Assistant Airports Manager positions. These changes were previously approved by the Board of Supervisors in the March 17, 2015 salary resolution. The additional Assistant Airports Manager is needed to manage increasing FAA and State grant administration and oversight requirements and assume some of the duties that were previously managed by the Airport Construction Manager position that was eliminated in 2013. The position conversions will be funded with \$157,698 of Reserves. In future years, aviation related revenues will fund the positions.

Total Requirements	Total Sources	Net County Cost	Positions
157,698	0	157,698	1
(157,698)	0	(157,698)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(2,117,789)	(2,117,789)	0	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and health benefit costs; elimination of one-time state and federal revenue and expenses specific to capital projects that are anticipated to be completed in FY 2015-16; increase in aviation related revenues; and minor increases in anticipated internal service charges.

Total Requirements	Total Sources	Net County Cost	Positions
(402,183)	(402,183)	0	0

Airports (4850B) County Airports Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	15,500	15,500	15,500	15,500		15,500	
Use of Money and Property	2,486,751	2,686,817	2,569,172	2,621,512	52,340	2,938,206	316,694
Intergovernmental Revenues	137,573	84,263	2,333,119	360,991	(1,972,128)		(360,991)
Charges for Services	13,837	13,798	29,500	29,500		29,500	
Miscellaneous Revenue	70,910	301,492	64,000	62,000	(2,000)	62,000	
Other Financing Sources		18,096	44,099		(44,099)		
Total Revenue	2,724,572	3,119,966	5,055,390	3,089,503	(1,965,887)	3,045,206	(44,297)
Fund Balance	1,504,304	1,104,534	843,237	691,335	(151,902)	333,449	(357,886)
TOTAL SOURCES	4,228,875	4,224,500	5,898,627	3,780,838	(2,117,789)	3,378,655	(402,183)
REQUIREMENTS							
Salaries and Benefits	1,085,638	1,116,250	1,181,631	1,356,270	174,639	1,417,562	61,292
Services and Supplies	765,795	743,793	842,796	981,167	138,371	893,667	(87,500)
Other Charges	1,291,920	1,304,626	741,567	777,559	35,992	783,977	6,418
Fixed Assets	650,011	221,489	2,900,955	382,393	(2,518,562)		(382,393)
Gross Appropriations	3,793,364	3,386,158	5,666,949	3,497,389	(2,169,560)	3,095,206	(402,183)
Intrafund Transfers	(88,577)	(4,896)	(50,000)	(50,000)		(50,000)	
Net Appropriations	3,704,787	3,381,262	5,616,949	3,447,389	(2,169,560)	3,045,206	(402,183)
Non-General Fund Reserves	524,088	843,237	281,678	333,449	51,771	333,449	
TOTAL REQUIREMENTS	4,228,875	4,224,500	5,898,627	3,780,838	(2,117,789)	3,378,655	(402,183)
AUTHORIZED POSITIONS							
Salary Resolution	9.0	8.0	8.0	9.0	1.0	9.0	
Funded FTE	9.0	8.0	8.0	9.0	1.0	9.0	

Capital Projects (8500D)

Program Locator

County

Community Services

Department

▷ **Capital Projects**

Program Outcome Statement

The Capital Program plans, designs, constructs, upgrades and in general improves facilities to operate efficiently, safely, and accessible to employees and clients of County agencies.

Program Results

In FY 2013-14 the Capital Program delivered 62 projects within budget and schedule. Moving forward for FY 2015-16 to FY 2016-17, the Program anticipates continued success in meeting this measure. Total capital expenditures for FY 2013-14 were approximately \$26 million. In addition, the County's Capital Bond Program had expenditures of \$35.7 million from the 2014 Lease Revenue Construction Bonds for the on-going construction of Maple Street Correctional Center. Within the 62 projects, there were Strategic Energy Master Plan (SEMP) and Facilities Condition projects that contributed to the overall continued reduction of energy and gas usage in County facilities. These projects included: Hall of Justice Upgrade of Direct Digital Control System, Hall of Justice Replacement of Cooling Tower, Maguire Jail Replacement of Chillers, Cordilleras Replacement of Radiant Heaters, Retro-Commissioning of the Crime Lab, Installation of Building Automation Systems, and Replacement of Boilers and Heaters throughout various County facilities. From FY 2010-11 to FY 2013-14 the County's gas and electric costs were reduced by 8%. The County's greenhouse gas emissions were reduced from 18,790 to 16,745 metric tons of carbon dioxide, (MT CO₂) reflecting an 11% reduction.

Other notable projects completed under the Capital Program include the Woodside Store Roof Replacement, "Our Common Ground" Kitchen Replacement, Canyon Oaks Upgrade Pantry Cooling System, CDF Belmont Apparatus Building Asphalt Seal Coat, CDF Belmont Carpet Replacement, and the Maguire Correctional Facility Mechanical Systems Upgrade. In addition, the Program, through its Integrated Workspace Management System, also completed the Parks Department Remodel which introduces and features components of the new County furniture standards.

For FY 2014-15, the Capital Projects budget contains approximately 181 projects including new and existing projects for a total Capital Program budget of approximately \$97 million. Major multi-year projects underway include the replacement of Skylonda and Pescadero Fire Stations, replacement of Cordilleras Mental Health Facility, replacement of the Animal Shelter, and the new Public Safety Communications Building. Inclusive of the \$97 million is a \$1.1 million allocation for water conservation projects. These projects will contribute to achieving the County's 4% water reduction goals for FY 2014-15.

For FY 2015-16 and FY 2016-17 new funding requests for preliminary planning and design studies include a second County Government Parking Structure on the Redwood City campus, and the development of a rehabilitation or replacement strategy for County Office Building 1 in FY 2016-17 and beyond.

The Capital Projects Summary table is included on the following pages and provides a detail list of all funded projects in FY 2015-16 and FY 2016-17.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of projects on track to be completed within budget/schedule	94%	98%	90%	90%	90%
Percent of new projects not started in the same year funded and not completed within two years, excluding multi-year projects	16%	11%	10%	10%	10%

Capital Projects (8500D) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	22,195,903	26,459,793	73,401,289	158,434,622	85,033,333	124,937,144	(33,497,478)
Total Sources	22,195,903	26,459,793	73,401,289	158,434,622	85,033,333	124,937,144	(33,497,478)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows due to completed projects which include the Parks Department Remodel in County Office Building 1, the Renovation of Camp Glenwood, East Palo Alto County Office Building Photovoltaic Solar Project, Palcare Childcare Center Roof Replacement and Deck Improvement, Hall of Justice Cooling Tower and Flooring Replacement, Maguire Correctional Facility Fire Alarm Replacement, multiple projects at the Youth Services Center and San Mateo Medical Center; and other facilities maintenance, engineering, and Parks projects.

Total Requirements	Total Sources	Net County Cost	Positions
(11,752,925)	(11,752,925)	0	0

2. New Funding for Capital Improvement Projects

New funding includes money for the Public Safety Dispatch, Emergency Operations Center and Data Center, Skylonda Fire Station Replacement, Animal Care Shelter, Maple Street Shelter Renovation, County Government Center Parking Structure II, Maple Street Corrections Center Warm Shell Buildout, San Mateo Medical Center Old Hospital Building Non-structural Upgrades, County Office Building 1 Restoration and Information Services Department Remodel; and other facilities maintenance, engineering, and parks projects.

Total Requirements	Total Sources	Net County Cost	Positions
96,786,258	96,786,258	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
85,033,333	85,033,333	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to remove funding for projects in FY 2015-16.

Total Requirements	Total Sources	Net County Cost	Positions
(155,091,965)	(155,091,965)	0	0

2. New Funding for Capital Improvement Projects

New funding includes money for the Public Safety Dispatch, Emergency Operations Center and Data Center, Pescadero Fire Station Replacement, Animal Care Shelter, Maple Street Shelter renovation, County Government Center Parking Structure II, San Mateo Medical Center Old Hospital Building non-structural upgrades, County Office Building 1 restoration and Information Services Department remodel; as well as, other facilities maintenance, engineering, and Parks projects.

Total Requirements	Total Sources	Net County Cost	Positions
121,594,487	121,594,487	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(33,497,478)	(33,497,478)	0	0

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
HEALTH PROJECTS		
Cordilleras Water Tower Fencing	34,041	
Health Administration Convert Mechanical System	56,572	
San Mateo Medical Center Replace Expansion Joints in Multiple Locations	483,500	
San Mateo Medical Center-Admin. Building Seismic Improvements OSHPD-Required	59,382	
Health Services Administration 225 37th Ave. Upgrades	658,745	
Cordilleras Mental Health Facility Replacement	2,419,203	
North County Master Plan	500,000	
37th Ave ADA barrier removal	750,000	500,000
Subtotal Health Services Projects - County General Fund 85110	4,961,443	500,000
San Mateo Medical Center Co-Generation Plant	100,000	
San Mateo Medical Center HVAC Equipment Controls Upgrade	994,595	
San Mateo Medical Center Retrofit Water Tank	1,200,991	
San Mateo Medical Center Remodel Operating Room	371,108	
San Mateo Medical Center Remodel Psychiatric Emergency Entrance	186,879	
San Mateo Medical Center Psychiatric Unit Patient Safety Remodel	598,863	
Mike Nevin Medical Center-Install DDC Controls System	250,000	
San Mateo Medical Center Replace Heat Exchangers on Low Capacity Boilers	917,020	
SSF Medical Clinic basement build-out	200,000	
San Mateo Medical Center Campus Master Plan	500,000	500,000
Subtotal Medical Center Projects - County General Fund 85115	5,319,456	500,000
Cordilleras Mental Health Facility Replacement	95,020	
Subtotal Health Services Projects - Measure A 85810	95,020	
Cordilleras Mental Health Facility Replacement	10,000,000	25,000,000
Subtotal Health Services Projects - Bond Proceeds 87910	10,000,000	25,000,000
San Mateo Medical Center Computer Aided Design Schematic Drawings	10,548	
Subtotal Health Services Projects - Facility Surcharge 88310	10,548	
TOTAL HEALTH PROJECTS	20,386,467	26,000,000

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
CRIMINAL JUSTICE PROJECTS		
Countywide Upgrade Radio Sites	45,004	
Maguire Correctional Facility Upgrade Safety and Control Equipment	5,323,349	
Demolition/Remediation Land General Fund	884,170	
Preconstruction Structure GF	5,926,358	
Expense Account Non-Capitalizable Expenses GF	999,016	
Youth Services Center Maintain Co-Generation System	84,191	100,000
San Mateo County Honor Camp Site Characterization	130,140	
Maguire Correctional Facility Maintain Co-Generation System	94,723	70,000
Maguire Correctional Facility SB1022 Match	4,000,000	
Maguire Correctional Facility Replace Fire Alarm	18,000	
Old Maguire remodel	300,000	8,000,000
Relocate Coroner's Office	500,000	
Maguire Jail - RadPro SECUREPASS body scanner	225,000	
Sheriff's relocation of sleep quarters - Tower Rd	400,000	
Subtotal Criminal Justice Projects - County General Fund 85120	18,929,951	8,170,000
Public Dispatch and Emergency Operations Center	15,086,922	19,913,078
Relocate RWC Motorpool to Grant Yard	1,922,663	
Subtotal Criminal Justice Projects - Measure A 85820	17,009,585	19,913,078
YSC Replace Deficient Security and Surveillance System	50,000	
Youth Services Center / Justice Center Plan	55,000	15,000
2014 MSCC Bond Administration Program	95,000	80,000
Subtotal Criminal Justice Projects - Bond 87920	200,000	95,000
Camp Glenwood Improvement Project	250,000	
Subtotal Criminal Justice Projects - Facility Surcharge 88320	250,000	
TOTAL CRIMINAL JUSTICE PROJECTS	36,389,536	28,178,078
PARKS AND MARINA PROJECTS		
Alpine Trail Improve Bike/Pedestrian Trail	392,338	670,000
Alpine Trail Slide Repairs	298,343	

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
Memorial Park Replace Wastewater System and Potable Water System	2,181,865	2,700,000
Memorial Park Water Storage	500,000	
Wunderlich Trailhead, RR, Picnic Area	350,000	
Crystal Springs Trail South of dam 600 yards		300,000
Coyote Point Bay Trail Repair on North Levee	280,000	
Flood Park Tennis Courts Renovation**		220,000
Subtotal Parks and Marina Projects - County General Fund 85130	4,002,546	3,890,000
Crystal Springs Trail Hwy 92 Crossing Plans	150,000	
Flood Park Baseball Field Renovation	293,285	
Huddart Park Meadow Lawn Renovation	50,000	
Huddart Park Toyon Shower Building Renovation	290,000	
Huddart Richards Road Repairs	210,000	
Memorial Homestead Youth Camp Septic Repairs	50,000	
Ralston Trail Repaving	200,000	
San Pedro Valley Visitor Center Energy/Renovation	25,000	
San Pedro Valley Weiler Ranch Road Culverts Plans	30,000	
Vegetation Fuel Management Reduction	50,000	
Wunderlich Carriage House Restroom ADA Improvements	351,000	
Wunderlich Stable Hay Barn Plans and Construction	250,000	
Flood Park Improvements	750,000	600,000
Green Valley Trail	120,000	1,200,000
Pescadero Old Haul Road Sediment/Bridge Repairs	57,000	200,000
Subtotal Parks Projects - Measure A 85830	2,876,285	2,000,000
Coyote Point Park Water Distribution System	439,273	
San Bruno Mountain Park Rehabilitate Crocker Entrance	20,000	
San Bruno Mountain Repave Parking Lot	175,000	
San Bruno Mountain Plan and Construct Ridge to Bay Trail	367,029	
San Pedro Valley Park Construct Vehicle Wash Down Racks	193,070	
Subtotal Parks and Marina Projects - Parks Acquisition Fund 86130	1,194,372	
Huddart Park Repair Septic Vaults	50,000	

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
Huddart Park Restroom Building ADA Improvements	100,000	
Memorial Park Fuel Storage Project	10,000	
Parks Vegetation Management Fuel Load Reduction	12,086	
Subtotal Parks/Marina Projects- Facility Surcharge 88330	172,086	
TOTAL PARKS AND MARINA PROJECTS	8,245,289	5,890,000
HUMAN SERVICES PROJECTS		
Human Services Building 2500 Middlefield Install Generator Set	15,000	
Subtotal Human Services Projects- County General Fund 85160	15,000	
TOTAL HUMAN SERVICES PROJECTS	15,000	
OTHER COUNTY PROJECTS		
Strategic Energy Master Plan Project Development	2,600,000	500,000
Graffiti Abatement Program	66,348	75,000
Maguire Correctional Facility Replace Faucets & Manual Flush Valves	122,808	
Countywide Electrical Specifications and Safety Compliance	86,921	
New Jail Project Management - Department of Public Works	45,523	
East Palo Alto Government Center Replace HVAC-Additional Funding	525,752	1,100,000
Tower Road Street Improvements-GF	224,133	
County Facility Master Plan Phase Two	1,663,700	
Capital Project Development	292,507	200,000
El Cerrito Trunk Sewer Repair Relief Line	529,580	570,000
Maguire Correctional Facility Addition Domestic Water Heater Replacement	20,000	
Elections Registration Photovoltaic Solar Project	584,854	
Emergent Special Jobs-GF	256,952	250,000
Boilers Annual Maintenance Services	25,000	
Steam Trap Survey Repair	10,000	
San Mateo Medical Center Photovoltaic Solar Project	5,186,286	
San Mateo Medical Center Clinic Analyze and Upgrade HVAC Cooling System	75,000	
Integrated Workplace Management System	4,115,139	

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
Motor Pool Move PG&E Pipe to Winslow Street	716,023	
Animal Care Shelter	5,381,952	14,618,048
2700 Middlefield Project (teardown) - Convert to Parking Lot	1,250,000	
East Palo Alto City Hall improvements (Library LOI/Sup Slocum)	750,000	
Pescadero Creek Dredging	300,000	300,000
Pescadero Creek Flooding Feasibility	500,000	
Tower Road Master Plan	200,000	
Subtotal Other County Projects - County General Fund 85170	25,528,478	17,613,048
Alpine Trail Slide Repairs	300,000	
Subtotal Other County Projects - Departmental General Fund 85207	300,000	
Pescadero Fire Station Replacement	1,852,952	6,147,048
Skylonda Fire Station Replacement (Measure A)	4,075,000	
Subtotal Fire Protection Projects - Measure A 85850	5,927,952	6,147,048
Sustainability Projects - CGC Vehicle Charging Stations	60,000	
Sustainability Projects - COB2 Hand Dryer Units	150,000	
Maple Street Shelter Renovation	2,820,000	1,880,000
CSA-7 Infra-structure Replacement	500,000	3,200,000
Flooding in North Fair Oaks - Hire consultant to study possible solutions	200,000	
Subtotal Other County Projects - Measure A 85870	3,730,000	5,080,000
Alameda Streetscape Replace Tree	35,310	
Maguire Correctional Facility Replace Fire Alarm System	200,000	
Subtotal Other County Projects - Facility Surcharge 88370	235,310	
California Department of Fire Belmont Conduct Structural Analysis of Hose Tower	75,996	
Subtotal Fire Protection Projects- Facility Surcharge 88350	75,996	
County Office Building One Install Radio Shop Fire Alarm	13,572	
Subtotal Other County General Fund Project 87770	13,572	
Tower Road Street Improvements-County Office of Education	149,131	
Maple Street Corrections Center Warm-Shell Buildout	25,611,000	
San Mateo Medical Center Old Hospital Building Non-Structural Upgrades	3,500,000	3,500,000
County Office Building 1 Restoration/Replacement	2,000,000	20,000,000

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
COB1 1st & 3rd floor remodel - ISD	5,500,000	
Subtotal Other County Projects- Other 88670	36,760,131	23,500,000
Skylonda Fire Station Replacement (Bonds)	2,411,347	
Skylonda 2013 Series A Bond Administration	25,000	
CGC Parking Structure II	3,000,000	4,000,000
Subtotal Capital Projects Bond Proceeds 87950	5,436,347	4,000,000
County Facilities Upgrade Domestic Water Fixtures Upgrade	1,266,729	
California Department of Fire Belmont Apparatus Building Replace Highbay Fixtures	3,301	
Crime Lab Paint Exterior	42,969	
California Department of Fire Belmont Paint Barracks & Exterior Apparatus Building	6,607	
Cordilleras Prepare & Paint Interior	15,552	
Health Services Building Replace Carpet Phase III	76,977	
Health Services Replace Vinyl Sheet Flooring	51,426	
"Our Place" Child Care Center Replace Cabinets, Cabinet Doors & Countertops	29,586	
Health Services Building Replace Wall Paper	18,480	
Maguire Facility Replace Carpet Project (Continued)	112,963	
San Mateo Medical Center Replace Carpet	12,628	
Health Services Replace ADA Ramp	48,478	
Agriculture Building Replace Carpet	50,138	
Hall of Justice Replace Transfer Switch	22,820	
San Mateo Medical Center Replace Emergency Generator	683,127	
Department of Fire Belmont Replace Emergency Generator Unit	29,005	
Countywide Survey Update - New FCIS Projects Development	78,183	
Facilities Projects Warranty and Close-out	250,000	
County Office Building 1 Replace Hydraulic Compactor	5,000	
Hall of Justice Replace Hydraulic Compactor	5,000	
County Center Parking Upgrade Meters	75,000	
County Parking Structure Reset Pavers	150,000	
Honor Camp Install Monitoring Well	75,000	75,000
County Office Building Two Replace Building Automation System	320,437	

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
Old Courthouse Museum Replace Roof	125,000	
County Office Building 1 Replace Existing Cooling Tower	50,000	
Grant Yard Replace Metal Roof	250,000	
Maguire Correctional Facility Replace Outdoor Air Handling Units	250,000	
San Mateo Medical Center Replace Smoke Detector	750,000	
Youth Services Center Correct Safety Deficiency	10,000	
Hall of Justice Replace Bird Netting	5,000	
Hall of Justice Entrance Architectural Evaluation	5,000	
Youth Services Center Replace Diesel Tank Piping	44,735	
Crime Lab Install Bird Netting	40,000	
Youth Services Center Repair Roof	20,000	
Crime Lab Upgrade Lighting Control Systems	100,000	
San Mateo Medical Center Non-Structural Deficiency Corrections	399,750	
La Honda Replace Underground Diesel Storage Tank	208,242	
Work Furlough Replace Roof	150,601	
Maguire Correctional Facility Replace Roll Up Door at Sally Port	15,000	
San Mateo Medical Center Install Roofing Membrane	29,437	
Maguire Correctional Facility Add Main Line to Main Sewer	25,000	
County Office Building Replace Chilled Water Pump in Boiler Room	50,000	
County Office Building 1 Waterproof Floor in Roof Boiler Room	75,000	
San Mateo Medical Center Refurbish 20 Air Handlers	495,957	
Old Courthouse Museum Repair Sandstone Scaling	4,000	
Old Courthouse Full Glass Double Doors and Frame, Wood Door and Frame Exterior	20,000	
Old Courthouse Clean & Caulk Exterior Wall Seams Cap/Coping	30,000	
Hall Of Justice Replace Elastomeric Roof Coating	4,914	
Hall Of Justice Replace Carpet Bos-Cmo	37,000	
Hall Of Justice Prepare And Paint Both Side Of Metal Door & Frame	6,500	
Hall Of Justice Install 6 Floor Sinks In Custodial Closets	125,000	
County Office Building 1 Replace Elastomeric Roof Coating	2,789	
County Office Building 1 Replace Steel Exterior Door, Frame & Hardware (Penthouse)		6,500

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
Childcare Center Replace 5 Centrifugal Exhaust Fans & Switchboard Msb	14,415	
Construction Services Building B Paint Exterior Wood Siding, Doors, Soffit Board		6,605
Half Moon Bay Airport Replace Duct Furnace		
Construction Services Building C Replace Furnace	5,000	
Construction Services Replace Domestic Water Heater		2,316
Construction Services Building C Replace Exhaust Fan		2,883
Motor Pool Csx Replace Gas Fired Heater		3,957
Motor Pool Csx Paint Exterior Wood Siding And Soffit		5,695
San Mateo County EPA Govt. Center Replace Centrifugal Exhaust Fans (8)	23,064	
San Mateo EPA Govt. Center Replace Water Heater		3,113
Grant Yard Maintenance Headquarters Replace Furnace Fur-1	2,714	
Grant Yard Maintenance Headquarters Replace Roof Top Mounted Space Heaters	11,695	
Grant Yard Replace Furnace Hot Air Heating	2,232	
Grant Yard Maintenance Headquarters Replace Furnace Hot Air Heating	2,316	
Daytop Drug Treatment Center Replace Furnace	6,000	
Glenwood Boys Ranch Admin Replace Asphalt Parking Lot East Of Building, Southwest	4,729	
Glenwood Boys Ranch Paint Exterior Metal Door And Frame West Exterior	858	
Central Library Replace Fixed Sash Window	15,153	
Pine Street Warehouse Replace Commercial Overhead Door	5,357	
Election Registration Mill Asphalt Pavement, Prep And Seal Coat, Paint Stalls,	44,674	
CDF Skylonda Apparatus Building Prep And Paint Exterior Doors, Metal Siding, Wood Frame, Wall Sheathing	11,049	
Old Courthouse Replace Exhaust Fans Ef-3, Ef-4, Ef-5		10,287
Hall Of Justice Replace 12 X 12 Vinyl Floor Tile		16,360
Maguire Detention Facility Replace Exhaust Fans Ef-4, Ef-5, Ef-7, Ef-8	51,448	
Maguire Detention Facility Replace Carpet 1st Floor -Old Maguire		10,074
Maguire Detention Facility Replace 12 X12 Vinyl Floor 4th Floor		4,150
Maguire Detention Facility Replace Carpet In Basement		65,097
Maguire Detention Facility Replace Carpet In First Floor		41,610
Childcare Center Replace Outdoor Packaging Unit	16,130	
Lathrop House Replace Furnace Fur-1 And Fur-2	5,428	

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
Lathrop House Sand And Refinish Hardwood Floors Room 14		1,493
Cohn Sorenson Replace Roof		100,787
Cohn Sorenson Law Library Replace Wall Paper		2,462
Cohn Sorenson Law Library Replace Vinyl Flooring And Cove Base		12,367
Cohn Sorenson Law Library Replace Acoustic 12 X12 Ceiling Tiles		54,843
Cohn Sorenson Law Library Prep And Paint Interior Walls & Ceiling		35,212
Construction Services Building B Replace Commercial Overhead Door	8,262	
SSF Adult Probation Office Replace Vinyl Floor Tiles 12 X 12	5,182	
Agricultural Building Prepare And Seal Coat Asphalt Pavement And Paint Stalls		4,419
Agricultural Warehouse Shop Paint Exterior Wood Doors & Frames		1,500
North County Detention Facility Paint Holding Cell Floors		1,608
North County Detention Facility Paint Metal Doors, Wood Doors And Frames		1,519
North County Detention Facility Paint Metal Windows Through Out		5,334
North County Detention Facility Replace Fixed Window Sash		10,269
Glenwood Boys Ranch Admin. Building Replace Generator Set		59,538
Glenwood Boys Ranch Replace Automatic Transfer Switch		35,000
CDF Belmont Barracks Replace Built Up Roof		88,381
CDF Belmont Barracks Prep And Paint Interior Walls, Ceilings,		39,411
CDF Belmont Barracks Paint Both Sides Wood Interior Door & Frame		1,227
CDF Belmont Barracks Replace Wood Interior Hollow Core Door 1st Floor		9,096
CDF Belmont Barracks Replace Half Glass Wood Door Interior		2,161
CDF Belmont Barracks Replace Wood Interior Hollow Core Door 2nd Floor		8,111
CDF Belmont Barracks Replace Half Glass Wood Double Interior Solid Core Door		6,123
CDF Belmont Barracks Replace Wood Exterior Door With Frame West Side 1st Floor		1,231
CDF Belmont Barracks Replace Half Glass Wood Exterior Door And Frame 2nd Floor		1,402
CDF Belmont Barracks Mill Asphalt Pavement, Paint Parking Stalls And Symbols		4,508
CDF Belmont Apparatus Replace Builtup Roofing		115,933
CDF Belmont Apparatus Paint Concrete Floor Throughout Interior		6,855
CDF Belmont Apparatus Paint Interior Walls Throughout		12,625
CDF Belmont Apparatus Replace Wood Interior Solid Core Door (2)		7,013

Capital Projects Summary FY 2015-16 & FY 2016-17

Project Description	FY 2015-16 Total Approp	FY 2016-17 Total Approp
CDF Belmont Apparatus Replace Half Glass Wood Interior Solid Door (3)		9,162
CDF Belmont Apparatus Replace Wood Exterior Door With Frame		1,231
CDF Belmont Apparatus Replace Half Glass Exterior Double Doors		3,280
CDF Belmont Apparatus Clean Caulk, Prep And Paint Both Sides Metal And Wood Doors (East Side & Apparatus Bay)		1,564
CDF Belmont Apparatus Replace Casement Window Throughout Exterior		24,035
CDF Belmont Apparatus Replace Aluminum Building Ladder		14,089
CDF Belmont Apparatus Mill Asphalt Pavement, Seal Coat Asphalt Surface		30,997
CDF Skylonda Apparatus Building Mill Asphalt And Paint Stalls		10,728
Subtotal County Projects - FCIS 85410	13,267,384	5,186,313
TOTAL OTHER COUNTY PROJECTS	91,275,171	61,526,409
TOTAL ALL PROJECTS ALL FUNDS	156,311,463	121,594,487

Capital Projects (8500B)

Capital Project Funds

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		946,234	10,220,276	29,638,842	19,418,566	33,140,126	3,501,284
Use of Money and Property	17,828	(3,675)					
Intergovernmental Revenues	8,641						
Charges for Services	2,000	1,085					
Interfund Revenue	949,293						
Miscellaneous Revenue	9,772	30,150					
Other Financing Sources	17,922,511	22,852,077	60,845,409	127,135,144	66,289,735	89,680,332	(37,454,812)
Total Revenue	18,910,044	23,825,870	71,065,685	156,773,986	85,708,301	122,820,458	(33,953,528)
Fund Balance	3,285,859	2,633,923	2,335,604	1,660,636	(674,968)	2,116,686	456,050
TOTAL SOURCES	22,195,903	26,459,793	73,401,289	158,434,622	85,033,333	124,937,144	(33,497,478)
REQUIREMENTS							
Services and Supplies	144,591	7,274,765					
Other Charges		7,033,213					
Fixed Assets	19,417,390	9,816,211	72,207,993	156,317,936	84,109,943	121,594,487	(34,723,449)
Gross Appropriations	19,561,980	24,124,189	72,207,993	156,317,936	84,109,943	121,594,487	(34,723,449)
Net Appropriations	19,561,980	24,124,189	72,207,993	156,317,936	84,109,943	121,594,487	(34,723,449)
Contingencies/Dept Reserves	2,633,923	2,335,604	1,193,296	2,116,686	923,390	3,342,657	1,225,971
TOTAL REQUIREMENTS	22,195,903	26,459,793	73,401,289	158,434,622	85,033,333	124,937,144	(33,497,478)

Accumulated Capital Outlay Fund (8200B)

Budget Unit Description

The Accumulated Capital Outlay Fund contains appropriations for County capital improvements, facilities maintenance projects and debt service payments.

Services Provided

Revenue is generated from the sale of real property and from interest earnings on Fund Balance.

Program Results

The current fund balance is due to revenue from the County's sale of the Circle Star Plaza office complex in 2014, and are available to fund various capital projects.

Accumulated Capital Outlay Fund (8200B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	20	87,054,792	87,054,792	88,154,792	1,100,000	51,543,792	(36,611,000)
Total Sources	20	87,054,792	87,054,792	88,154,792	1,100,000	51,543,792	(36,611,000)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect estimated interest increase in FY 2014-15 with corresponding increase in fund balance and projected interest increase in FY 2015-16. The net increase is set aside in reserves.

Total Requirements	Total Sources	Net County Cost	Positions
1,100,000	1,100,000	0	0

2. Capital Projects:

Several capital projects will be funded from reserves, including: San Mateo Medical Center Old Hospital Building non-structural upgrades, County Office Building 1 Restoration project and Information Services Department remodel, and the Maple Street Corrections Center Warm-Shell buildout, which will be reimbursed through future bond proceeds.

Total Requirements	Total Sources	Net County Cost	Positions
36,611,000	0	36,611,000	0
(36,611,000)	0	(36,611,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,100,000	1,100,000	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to remove projects appropriated in FY 2015-16.

Total Requirements	Total Sources	Net County Cost	Positions
(36,611,000)	(36,611,000)	0	0

2. Capital Projects:

Existing capital projects will continue to be funded from reserves, including: San Mateo Medical Center Old Hospital Building non-structural upgrades and the County Office Building 1 Restoration project.

Total Requirements	Total Sources	Net County Cost	Positions
23,500,000	0	23,500,000	0
(23,500,000)	0	(23,500,000)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(36,611,000)	(36,611,000)	0	0

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property		1,434		500,000	500,000	500,000	
Other Financing Sources		87,053,358					
Total Revenue		87,054,792		500,000	500,000	500,000	
Fund Balance	20		87,054,792	87,654,792	600,000	51,043,792	(36,611,000)
TOTAL SOURCES	20	87,054,792	87,054,792	88,154,792	1,100,000	51,543,792	(36,611,000)
REQUIREMENTS							
Other Financing Uses	20			36,611,000	36,611,000	23,500,000	(13,111,000)
Net Appropriations	20			36,611,000	36,611,000	23,500,000	(13,111,000)
Non-General Fund Reserves		87,054,792	87,054,792	51,543,792	(35,511,000)	28,043,792	(23,500,000)
TOTAL REQUIREMENTS	20	87,054,792	87,054,792	88,154,792	1,100,000	51,543,792	(36,611,000)

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Courthouse Construction Fund (8300B)

Budget Unit Description

Funds the construction, rehabilitation, leasing and financing of courtrooms

Services Provided

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 the purposes of construction, rehabilitation, lease, and financing of courtrooms. A penalty of \$1.00 for every \$10.00 in fines collected is also added to the Fund.

In Addition, this Fund is used to provide debt service for the Court's relocation project and Court's prorated share of debt service for the Youth Services Center.

Program Results

This Fund is currently only being used for debt service for Court facilities. It is anticipated that by FY 2017-18, the revenues will be insufficient to fund all debt service requirements for Court facilities and the County General Fund will be legally obligated to fund the difference. Once the debt service has been fully satisfied, these revenues will transfer to the State of California, which will take place in 2036, based on current debt service schedules.

FY 2015-16 Program Funding Adjustments

Courthouse Construction Fund (8300B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	2,284,902	2,126,248	1,895,745	1,669,165	(226,580)	1,395,061	(274,104)
Total Sources	2,284,902	2,126,248	1,895,745	1,669,165	(226,580)	1,395,061	(274,104)

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect a decrease in court fines, interest earnings; as well as a declining fund balance due to current debt service on court facilities exceeding revenues.

Total Requirements	Total Sources	Net County Cost	Positions
(226,580)	(226,580)	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect a decrease in court fines, interest earnings; as well as a declining fund balance due to current debt service on court facilities exceeding revenues.

Total Requirements	Total Sources	Net County Cost	Positions
(274,104)	(274,104)	0	0

Courthouse Construction Fund (8300B) Courthouse Temporary Construction Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	5,944	4,120	4,500	5,000	500	2,000	(3,000)
Charges for Services	1,160,277	1,106,861	1,050,000	1,100,000	50,000	1,100,000	
Miscellaneous Revenue	17,932	57,437					
Total Revenue	1,184,153	1,168,418	1,054,500	1,105,000	50,500	1,102,000	(3,000)
Fund Balance	1,100,749	957,831	841,245	564,165	(277,080)	293,061	(271,104)
TOTAL SOURCES	2,284,902	2,126,248	1,895,745	1,669,165	(226,580)	1,395,061	(274,104)
REQUIREMENTS							
Services and Supplies		(60)					
Other Charges	861,884	7,290	7,290		(7,290)		
Other Financing Uses	465,188	1,277,773	1,324,790	1,376,104	51,314	1,368,379	(7,725)
Net Appropriations	1,327,071	1,285,003	1,332,080	1,376,104	44,024	1,368,379	(7,725)
Contingencies/Dept Reserves			191,434		(191,434)		
Non-General Fund Reserves	957,831	841,245	372,231	293,061	(79,170)	26,682	(266,379)
TOTAL REQUIREMENTS	2,284,902	2,126,248	1,895,745	1,669,165	(226,580)	1,395,061	(274,104)

Criminal Justice Construction Fund (8400B)

Budget Unit Description

Funds the construction, rehabilitation, leasing and financing of criminal justice facilities

Services Provided

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 Construction Fund for purposes of construction, reconstruction, expansion, improvement, operation, or maintenance of criminal justice facilities. A penalty of \$1.50 is also added for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 collected pursuant to Government Code 76004.

Program Results

Court revenues generated in this fund will continue to be budgeted for a portion of the debt service payment for the lease revenue bonds issued in 1993 to build the Maguire Correctional Facility.

Criminal Justice Construction Fund (8400B)

Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	2,815,442	2,851,361	2,812,862	2,831,362	18,500	2,846,362	15,000
Total Sources	2,815,442	2,851,361	2,812,862	2,831,362	18,500	2,846,362	15,000

FY 2013-14 Program Funding Adjustments

There following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect an increase in court fines and interest earnings; partially offset by a decrease in fund balance due to debt service in court facilities exceeding projected revenue in FY 2014-15. The net increase is set aside in reserves.

Total Requirements	Total Sources	Net County Cost	Positions
18,500	18,500	0	0

FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect an increase in fund balance based on future revenue projections.

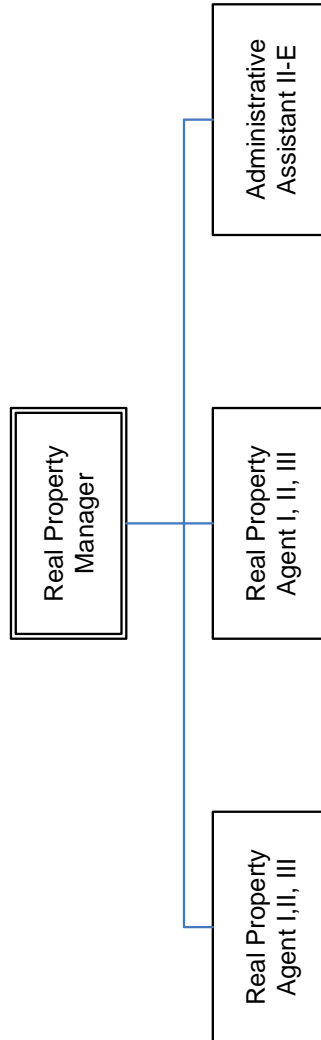
Total Requirements	Total Sources	Net County Cost	Positions
15,000	15,000	0	0

Criminal Justice Construction Fund (8400B) Criminal Justice Temporary Construction Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	14,790	13,388	11,500	15,000	3,500	15,000	
Charges for Services	1,160,126	1,106,749	1,050,000	1,100,000	50,000	1,100,000	
Miscellaneous Revenue	4,927	15,783					
Total Revenue	1,179,843	1,135,919	1,061,500	1,115,000	53,500	1,115,000	
Fund Balance	1,635,599	1,715,442	1,751,362	1,716,362	(35,000)	1,731,362	15,000
TOTAL SOURCES	2,815,442	2,851,361	2,812,862	2,831,362	18,500	2,846,362	15,000
REQUIREMENTS							
Other Financing Uses	1,100,000	1,100,000	1,100,000	1,100,000		1,100,000	
Net Appropriations	1,100,000	1,100,000	1,100,000	1,100,000		1,100,000	
Contingencies/Dept Reserves		86,067	160,487		(160,487)		
Non-General Fund Reserves	1,715,442	1,665,295	1,552,375	1,731,362	178,987	1,746,362	15,000
TOTAL REQUIREMENTS	2,815,442	2,851,361	2,812,862	2,831,362	18,500	2,846,362	15,000

REAL PROPERTY SERVICES



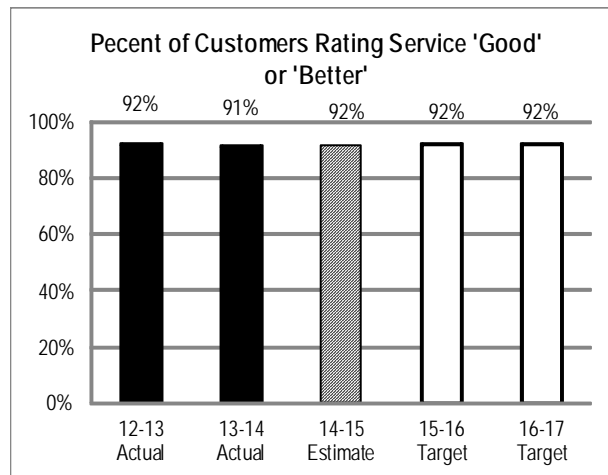
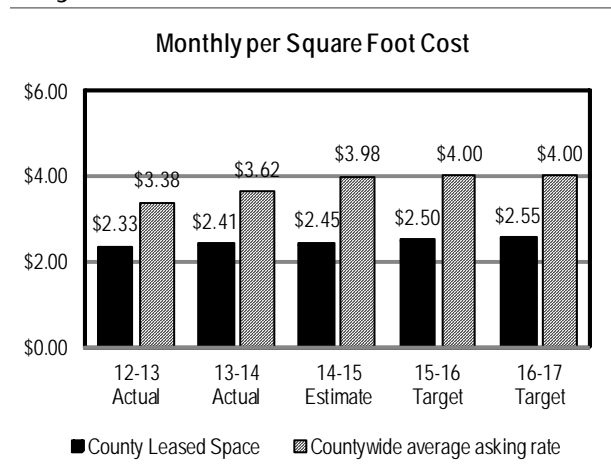
Department Locator

County

Community Services

▷ **Real Property**

Key Performance Measures



Department Mission Statement

Provide competitive real estate services to County departments.

Overview

The Real Property program efficiently and effectively researches historical records, negotiates leases as either the landlord or tenant, disposes of surplus real property and purchases property on the County's behalf. The unit collaborates with County, regional, city and state agencies to find cost effective, well-considered strategies for providing services of health care, human services, transportation, outdoor activities and infrastructure maintenance. Real Property works closely with other County departments to define leased facility needs, identify appropriate alternatives, negotiate leases on competitive terms and administer those agreements throughout the term of lease and protects the County's financial and legal interests. In FYs 2015-17, Real Property will oversee 675,457 square feet of space. In addition, Real Property negotiates concession and permit agreements and facilitates right of way transactions.

Program Results

Real Property negotiated lease rates have remained well below the countywide asking rates for more than five years now, due in part to continuing strong demand for office space on the Peninsula and in part to the Division's market awareness and diligent negotiation. The result is cost saving, yet high value for departments who lease space for their service and operations.

PRogram priorities fin FY 2015-16 and FY 2016-17 include be implementing the land and lease management system, implementing the electronic document management system (EDMS) and scanning projects. The Unit will be locating and securing a site for the Pescadero Fire Station rebuilding project, providing a Business Sustainability Plan during the implementation of the Middlefield Road Streetscape Improvement project and planning for use of the 2700 Middlefield parcel acquired in late 2014.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Monthly square foot costs for:					
- County leased space	\$2.33	\$2.41	\$2.45	\$2.50	\$2.55
- Countywide average asking rate	\$3.338	\$3.62	\$3.98	\$4.00	\$4.00
Percent of customer survey respondents rating services 'good' or 'better'	92%	91%	92%	92%	92%

Real Property Services (1220B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	304,122	294,093	256,460	362,351	105,891	371,245	8,894
Charges for Services	14,803	7,500	20,000	26,500	6,500	20,000	(6,500)
Interfund Revenue	3,221,103	2,524,603	2,304,132	2,483,328	179,196	2,512,604	29,276
Total Revenue	3,540,029	2,826,196	2,580,592	2,872,179	291,587	2,903,849	31,670
Fund Balance	841,481	1,761,201	1,587,578	637,669	(949,909)	637,669	
TOTAL SOURCES	4,381,509	4,587,397	4,168,170	3,509,848	(658,322)	3,541,518	31,670
REQUIREMENTS							
Salaries and Benefits	423,442	585,485	684,595	689,391	4,796	715,687	26,296
Services and Supplies	51,282	128,206	144,235	104,800	(39,435)	100,328	(4,472)
Other Charges	14,764,726	14,762,169	15,130,698	15,633,364	502,666	16,342,114	708,750
Other Financing Uses		3,525	3,588	4,312	724	4,419	107
Gross Appropriations	15,239,450	15,479,385	15,963,116	16,431,867	468,751	17,162,548	730,681
Intrafund Transfers	(12,619,143)	(12,479,565)	(12,920,063)	(13,407,990)	(487,927)	(14,107,001)	(699,011)
Net Appropriations	2,620,307	2,999,819	3,043,053	3,023,877	(19,176)	3,055,547	31,670
Contingencies/Dept Reserves	1,761,202	1,587,578	1,125,117	485,971	(639,146)	485,971	
TOTAL REQUIREMENTS	4,381,509	4,587,397	4,168,170	3,509,848	(658,322)	3,541,518	31,670
AUTHORIZED POSITIONS							
Salary Resolution	4.0	4.0	4.0	4.0		4.0	
Funded FTE	4.0	4.0	4.0	4.0		4.0	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$658,322 or 16% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Use of Money and Property

There is a net increase of \$105,891 in this funding source due to negotiated rent increases and expected operating expense refund pass-thru's. This increase was partially offset by an increase in Other Charges due to negotiated rent increases and operating expense.

Charges for Services

There is a net increase of \$6,500 in this funding source due to anticipated increases in Real Property services to other agencies.

Interfund Revenue

There is a net increase of \$179,176 in this funding source due to negotiated rent increases. This increase was partially offset by an increase in Other Charges due to corresponding rent payment.

Fund Balance

There is a net decrease of \$949,909 in this funding source due to one-time unanticipated expenses, including the County Manager computer upgrade project, mileage allowance for one manager, refunds to departments for operating expenses, and one part-time extra help Fiscal Office Assistant. Fund Balance used for one-time projects and purchases in FY 2014-15 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements decreased by \$658,322 or 16% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$4,796 in this expenditure category due to expected salary and benefit increases.

Services and Supplies

There is a net decrease of \$39,435 in this expenditure category due to completion of design phase of land records management system. This decrease was partially offset by the use of one time Fund Balance; the balance of the changes is adjustments to meet budget targets.

Other Charges

There is a net increase of \$502,666 in this expenditure category due to increases to internal service charges across the board, including negotiated rent increases. This increase was partially offset by increases to Interfund Revenues, Intrafund Transfers and Use of Money and Property. The balance of the changes is adjustments to meet budget targets.

Other Financing Uses

There is a net increase of \$724 in this expenditure category due to increase to the 10% Facility Surcharge. This increase was partially offset by increases to Interfund Revenues, Intrafund Transfers and Use of Money and Property; the balance of the changes is adjustments to meet budget targets.

Intrafund Transfers

There is a net increase of \$487,927 in this expenditure category due to anticipated rent increases.

Contingencies/Departmental Reserves

There is a net increase of \$639,146 in this expenditure category due to the use of reserves to offset the decrease in fund balance. The balance in General Fund Reserves represents 16% of Net Appropriations, which exceeds the County 2% Reserves policy by \$304,538.

NET COUNTY COST

Real Property is a No Net County Cost department.

FY 2016-17 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$31,670 or 9% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Use of Money and Property

There is a net increase of \$8,894 in this funding source due to negotiated rent increases and expected operating expense refunds.

Charges for Services

There is a net decrease of \$6,500 in this funding source due to anticipated reduction in work for other agencies. This decrease was partially offset by an increase in Other Intrafund Transfers due to in-house project work authorizations.

Interfund Revenue

There is a net increase of \$29,276 in this funding source due to increases to rents. This increase was partially offset by an increase in Other Charges due to leased facility rent payments.

TOTAL REQUIREMENTS

Total Requirements increased/decreased by \$31,670 or 9% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$26,296 in this expenditure category due to expected salary and benefit increases.

Services and Supplies

There is a net decrease of \$4,472 in this expenditure category due to reduction in Special Department Expense as land record management system (Accela) is more fully implemented. This decrease was partially offset by increases in Interfund Revenues; the balance of the changes is adjustments to meet budget targets.

Other Charges

There is a net increase of \$708,750 in this expenditure category due to scheduled rent increases and increases to service charges. This increase was partially offset by increases to Intrafund Transfers; the balance of the changes is adjustments to meet budget targets.

Intrafund Transfers

There is a net increase of \$699,011 in this expenditure category due to rent payout and reimbursements through chargeback. This increase was partially offset by Other Charges, from which rents are paid; the balance of the changes is adjustments to meet budget targets.

NET COUNTY COST

Real Property Services is a No Net County Cost department.

Real Property Services (1220B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	4.0	4.0	4.0	4.0		4.0	
Funded FTE	4.0	4.0	4.0	4.0		4.0	
 Total Requirements	4,381,509	4,587,397	4,168,170	3,509,848	(658,322)	3,541,518	31,670
Total Sources	4,381,509	4,587,397	4,168,170	3,509,848	(658,322)	3,541,518	31,670

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(658,322)	(658,322)	0	0

FY 2016-17 Program Funding Adjustments

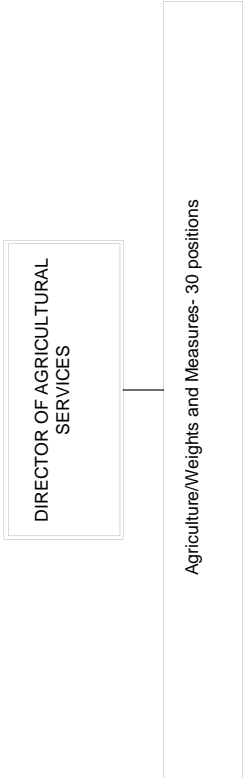
The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
31,760	31,760	0	0

AGRICULTURAL COMMISSIONER/SEALER



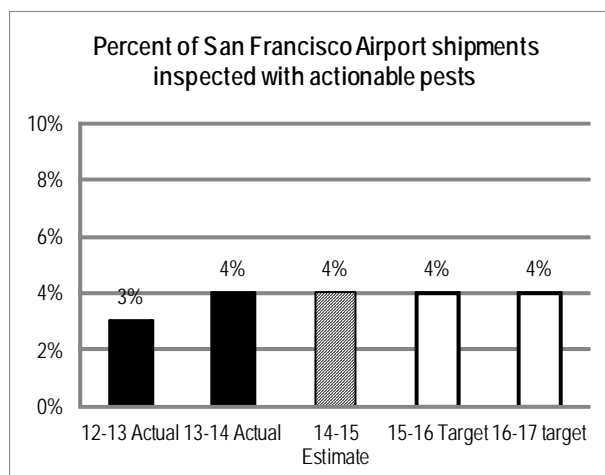
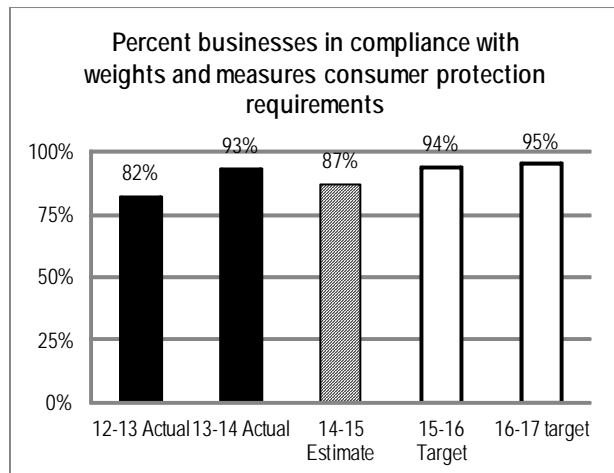
Department Locator

County

Community Services

➤ Agricultural Commissioner Sealer

Benchmark Measures



Department Mission Statement

To protect agricultural and environmental resources, ensure the safe use of pesticides, provide consumer protection and ensure equity in the marketplace.

Overview

The Agricultural Commissioner Sealer has four core areas of service:

- Inspect and ensure agricultural commodities entering the County are free from invasive pests
- Monitor County for invasive pests through insect pest detection trapping
- Enforce pesticide regulations to ensure pesticides are used in accordance with regulations
- Ensure weights and measures devices such as gas pumps, scanners and scales are correct and accurate

Major Accomplishments in FY 2014-15

- Full implementation of The Daily Program; staff daily activity tracking software that streamlined the preparation of mandatory activity reporting to the California Department of Food and Agriculture and the Department of Pesticide Regulation
- Administered agreement with San Mateo County Resource Conservation District that established an Agricultural Ombudsman position to provide assistance to County agricultural operators in navigating County and State regulations
- Worked with San Mateo County Farm Bureau and the San Mateo County Visitors and Convention Bureau on the As Fresh 'As It Gets' program, which promotes San Mateo County agricultural products and raises awareness of consumers.
- Pest Detection Staff Interception of two Oriental Fruit Flies
- Implementation of new upgraded Device Registration and Point of Sale System database for improved efficiency, facilitate invoice generation, tracking, accounting and documentation of business devices and price scanners
- Department was recipient of a San Mateo County Wellness Grant

Changes and Challenges

- Establish an agreement with the University of California Cooperative Extension Service to expand services for the San Mateo County agricultural industry and residents
- Oversee weed control project to reduce presence of Jubata grass, an invasive weed, on County Department of Public Works property in Pescadero
- Revise Device Registration fees to conform with current statewide fee schedule and increase cost recovery for device inspection program

Key Initiatives

- Collaborate with the Department of Public Works, Motor Vehicles Division to install and begin shared use of a new in-ground vehicle dynamometer at the Grant Corporation yard. Weights and Measures staff uses a dynamometer to test taxi meters and the current equipment in use by the Department needs to be upgraded.
- Purchase new truck mounted gasoline testing equipment to increase efficiency and improve ergonomics for these Weights and Measures inspections.
- Review and implement in-process State Direct Marketing regulations in response to legislation

Program Results

Pest Prevention inspections are performed at SFO, express carriers, nurseries and insect pest detection trap sites. Activities and services conducted are reimbursed via state agreements and industry fees. Early detection of harmful agricultural pests is facilitated by the placement of 3,763 insect traps throughout the County that are serviced 45,780 times each year. The Pesticide Regulatory program focuses on applicator and fieldworker safety, endangered species protection, and monitoring of pesticide applications at sensitive sites. Oversight is provided for the agricultural industry, pest control businesses and the general public. Staff conducted outreach to landscape gardeners to educate the group about pesticide use safety and licensing requirements including holding two workshops in Spanish. Weights and Measures staff inspect businesses to ensure that weighing and measuring devices and price scanner systems are accurate and in compliance with State regulations. Recent building construction throughout the County has resulted in an increase in the number of new water meters that require inspection prior to installation. Consumer weights and measures complaints received directly from consumers, the District Attorney's Office, or State Division of Measurement Standards are investigated promptly. In FY 2013-14, 36 consumer complaints were investigated and resolved. The State Unclaimed Gas Tax (UGT) subvention is an annual State subvention based on county expenditures for agricultural programs. The UGT has a Maintenance of Effort (MOE) requirement that General Fund expenditures remain at or above the previous five year average. The High Risk Pest Exclusion State agreement requires a MOE of agricultural program General Fund expenditures remaining at or above the FY 1997-98 levels. The County and department have successfully met these MOE. All these programs are mandated by State law. The Program will maintain its current performance levels in FY 2015-16 and 2016-17.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements	96%	96%	94%	95%	95%
Percent of exotic insect quality control specimens recovered by Pest Detection staff	89%	94%	94%	95%	95%

Agricultural Commissioner/Sealer (1260B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	30.0	30.0	30.0	30.0		30.0	
Funded FTE	28.9	28.6	28.6	28.9	0.3	28.9	
Total Requirements	4,633,413	4,709,804	5,298,903	5,532,976	234,073	5,705,609	172,633
Total Sources	3,605,852	3,582,758	3,611,119	3,608,079	(3,040)	3,617,579	9,500
Net County Cost	1,027,561	1,127,046	1,687,784	1,924,897	237,113	2,088,030	163,133

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$3,040 or less than .08% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is a net increase of \$33,000 in this funding source due to increases in Weights and Measures Device Registration annual fees based on proposed fee increases to bring fees in line with the current state code authorized fee structure.

Intergovernmental Revenues

There is a net decrease of \$30,419 in this funding source due to changes in various annual state agreements and subventions including funding reductions for several pest prevention agreements. The Pierce's Disease/Glassy-winged Sharpshooter agreement funding was reduced during the current year. This decrease is partially offset by an increase in the Light Brown Apple Moth and the fruit and vegetable quality control inspection agreements.

Charges for Services

There is a net increase of \$10,000 in this funding source due to an increase in fees for agricultural certification inspections based on FY 2013-14 and current year to date actuals.

Fund Balance

There is a net decrease of \$15,621 in this funding source due to a reduction in FY 2014-15 projected year end actuals for revenue surplus and budget expenditure savings. Fund Balance used for one-time projects and purchases in FY 2014-15 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by \$234,073 or 4.4% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$176,095 in this expenditure category due to the inclusion of merit increases, promotions for flexibly staffed positions and negotiated salaries and benefits increases.

Services and Supplies

There is a net increase of \$134,442 in this expenditure category due to addition of \$125,000 in contractual expenditures related to services from University of California Cooperative Extension Service and a weed control project for Department of Public Works. This increase was partially offset by elimination of one-time expenditures.

Other Charges

There is a net decrease of \$6,676 in this expenditure category due to reductions in motor vehicle replacement charges. This decrease was partially offset by adjustments to other service charges to meet budget targets.

Fixed Assets

There is a net decrease of \$32,500 due to the removal of one-time purchases from FY 2014-15.

Other Financing Uses

There is a net decrease of \$2,288 in this expenditure category due to the appropriation of a like amount of County facility rental charges to Other Charges.

Intrafund Transfers

There is an increase of \$35,000 in this expenditure category due to budgeted transfers from Non-Departmental to fund crop testing services.

NET COUNTY COST

There is an increase of \$237,113 or 14% in this Department's General Fund allocation.

FY 2016-17 Budget Overview**TOTAL SOURCES**

Total sources increased by \$9,500 or .2% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$9,500 in this funding source due to anticipated state reimbursement.

TOTAL REQUIREMENTS

Total Requirements increased by \$163,133 or 3% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$156,522 in this expenditure category due to the inclusion of merit increases, promotions for flexibly staffed positions and negotiated salaries and benefits increases.

Services and Supplies

There is a net decrease of \$1,681 in this expenditure category due to adjustments to meet budget targets.

Other Charges

There is a net increase of \$8,208 in this expenditure category due to increases in Department facility rental charges for both County owned and leased facilities. This increase was partially offset by adjustments to meet budget targets.

Other Financing Uses

There is a net increase of \$84 in this expenditure category.

Intrafund Transfers

There is a decrease of \$35,000 in this expenditure category due to the elimination budgeted transfers from Non-Departmental to fund crop testing services.

NET COUNTY COST

There is an increase of \$163,133 or 8.4% in this Department's General Fund allocation.

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and flexibly staff promotions, and increases in health benefit costs; adjustments to intergovernmental revenue and charges for services, and reduction in one time operating expenses and fixed assets.

Total Requirements	Total Sources	Net County Cost	Positions
109,073	(36,040)	145,113	0

2. University of California Cooperative Extension Agreement

Budget adjustments have been made to Net County Cost General Funds for the establishment of an agreement with the University of California Cooperative Extension Service to provide additional services to County residents and the agricultural industry. A portion of this contract is in the form of an intrafund transfer from the Office of Sustainability to perform crop testing services.

Total Requirements	Total Sources	Net County Cost	Positions
135,000	0	135,000	0
0	0	(35,000)	0

3. Weed Control Project

Budget adjustments have been made to Net County Cost General Funds for a contract with an independent company to provide weed control services in order to control Jubata grass, an invasive weed, on County Department of Public Works property.

Total Requirements	Total Sources	Net County Cost	Positions
25,000	0	25,000	0

4. Weights and Measure Device Registration Fees

Proposed Weights and Measures annual device registration fee increases for certain commercial scales and meters will bring Department fees in line with the statewide fee schedule in the Business and Professions Code and will increase cost recovery for current service levels.

Total Requirements	Total Sources	Net County Cost	Positions
0	33,000	(33,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
269,073	(3,040)	237,113	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in health benefit costs; and adjustments to operating expenses.

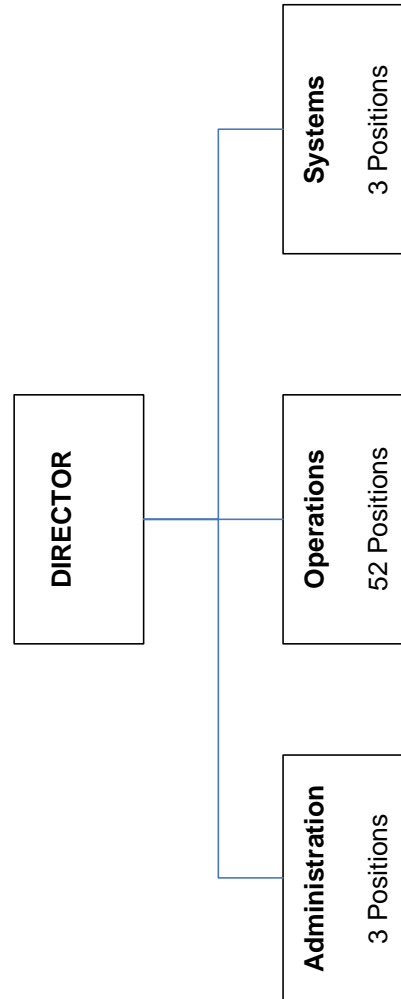
Total Requirements	Total Sources	Net County Cost	Positions
163,133	0	163,133	0

Agricultural Commissioner/Sealer (1260B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	641,102	627,450	633,391	666,391	33,000	666,391	
Fines, Forfeitures and Penalties	35,666	26,639					
Intergovernmental Revenues	2,228,282	2,335,140	2,350,954	2,320,535	(30,419)	2,330,035	9,500
Charges for Services	189,372	177,877	182,200	192,200	10,000	192,200	
Miscellaneous Revenue	9,652	4,545	100	100		100	
Total Revenue	3,104,073	3,171,650	3,166,645	3,179,226	12,581	3,188,726	9,500
Fund Balance	501,779	411,108	444,474	428,853	(15,621)	428,853	
TOTAL SOURCES	3,605,852	3,582,758	3,611,119	3,608,079	(3,040)	3,617,579	9,500
REQUIREMENTS							
Salaries and Benefits	3,690,328	3,805,874	4,142,475	4,318,570	176,095	4,475,092	156,522
Services and Supplies	112,103	146,531	261,439	395,881	134,442	359,200	(36,681)
Other Charges	560,963	491,223	596,264	589,588	(6,676)	597,796	8,208
Fixed Assets			32,500		(32,500)		
Other Financing Uses	9,482	5,640	5,689	3,401	(2,288)	3,485	84
Gross Appropriations	4,372,877	4,449,268	5,038,367	5,307,440	269,073	5,435,573	128,133
Intrafund Transfers				(35,000)	(35,000)		35,000
Net Appropriations	4,372,877	4,449,268	5,038,367	5,272,440	234,073	5,435,573	163,133
Contingencies/Dept Reserves	260,536	260,536	260,536	260,536		270,036	9,500
TOTAL REQUIREMENTS	4,633,413	4,709,804	5,298,903	5,532,976	234,073	5,705,609	172,633
NET COUNTY COST	1,027,561	1,127,046	1,687,784	1,924,897	237,113	2,088,030	163,133
AUTHORIZED POSITIONS							
Salary Resolution	30.0	30.0	30.0	30.0		30.0	
Funded FTE	28.9	28.6	28.6	28.9	0.3	28.9	

OFFICE OF PUBLIC SAFETY COMMUNICATIONS



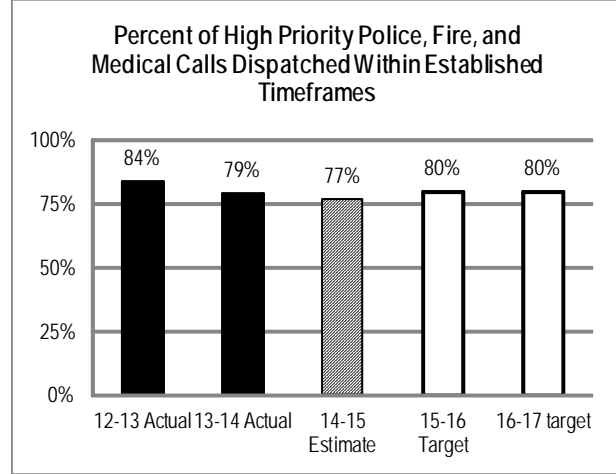
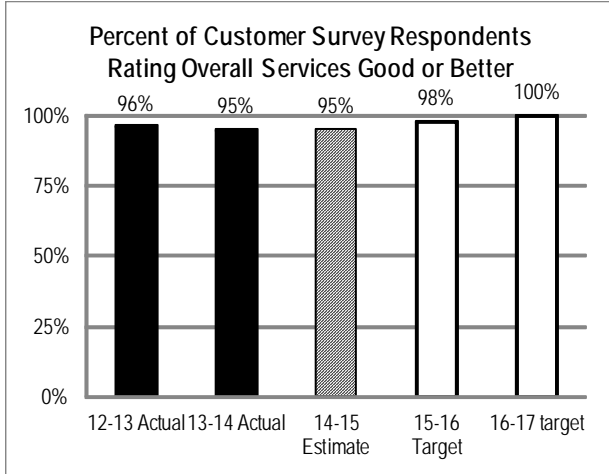
Department Locator

County

Public Safety

▷ Office of Public Safety Communications

Key Performance Measures



Department Mission Statement

The Office of Public Safety Communications (PSC) is dedicated to providing excellent police, fire, and medical emergency dispatch services. PSC does this by forming collaborative partnerships, ensuring quality and upholding the values of the organization. As the initial responder, PSC acts quickly and decisively in order to achieve safety and quality of life for those we serve.

Overview

PSC is a 24 hour a day, seven days a week operation, serving all branches of public safety response, including fire, police and emergency medical services. PSC does this by:

- Providing the public with (911) emergency and non-emergency public safety answering / call-taking services
- Providing field first responders with communications/dispatch services by obtaining relevant information needed for a safe and efficient response to a call for service.
- Assigning the appropriate type and number of field resources required and track all activities of responders via various deployment plans for each branch.
- Performing duties such as: Custodian of Records, Quality Compliance Oversight, Training Program Management, Scheduling, Budget and Performance development and Personnel Development and Professional Standards services.
- Providing a variety of technology services including Information Management, Hardware and Software planning, integration, testing, implementation and maintenance (Computer Aided Dispatch (CAD), Mobile Data Systems, Fire Station Alerting, 911 Phone Systems, PC's, etc.) for PSC and public safety partners.

Major Accomplishments in FY 2014-15

In FY 14-15 PSC undertook an aggressive schedule of initiatives to improve service, enhance employee satisfaction and evaluate performance. Highlights include:

- Completion of the iPad project where PSC's Systems Supervisor developed an Apple "app", in order to put the PSC CAD (Computer Aided Dispatch) on i-devices, which allows users to view unit deployment and system status. This project had a significant, positive impact on the County's fire and ambulance services in the areas of managing resources, anticipating needs and cost savings in hardware replacement. This application has much more potential and is continually being examined to optimize its value.
- Continued success in staff engagement as several committees worked together to address Dispatch Center enhancements and upgrades. As previously reported, major undertakings of carpet replacement, workstation upgrades, headset modifications and maintenance schedules are just some of the great work that was accomplished, facilitating a more comfortable work environment while working long hours.
- Partial completion of PSC's performance management initiatives was a major accomplishment during the last two years, and continues as a top initiative. The newly created "Personnel Services Manager" assumed the responsibility of meeting with all Dispatch Center staff for a "one-on-one" to discuss performance, conduct, recognition, improvement and quality. This created the basis of performance feedback and evaluation, where all evaluations were in-progress or completed during Spring FY 2014-15.

Key Initiatives FY 2015-16 and FY 2016-17

PSC continues to move forward in preparing for the transition to the new building, slated for occupancy in October 2017 by:

- Overhauling of the Department's Policy and Procedures. By reviewing content, like agency policy and meeting expectations of all PSC employees, this overhaul, facilitated by a new hosted software solution will provide staff with the basis of performance, conduct and culture expectations for now and into the future.
- Replacing two of four specialized response vehicles that are used when deployed to assist the fire service during greater alarm or large scale incidents, and when staffing a tactical command post during a SWAT or major law enforcement incident. Existing vehicles are no longer road worthy but were put to good use during incidents such as the San Bruno pipeline explosion, apartment complex fires in Redwood City, High Risk Search Warrant Services, SWAT situations and other high profile events.
- Completed the RFP for consulting services in order to conduct a Gap Analysis Study for the Computer Aided Dispatch System (CAD). The current CAD hardware will be upgraded this summer in order to keep it in reliable working order. The Gap Analysis Study will identify current features and compare them to features that may or may not exist with CAD's in the current market. Outcomes of this study will provide the basis for next steps for the CAD replacement project.
- Continuing a recruitment drive to hire qualified lateral candidates is set for summer in FY 2015-16. PSC will hire another group of entry-level call-takers in July.
- The creation of a Co-Manager position to oversee day-to-day operations as the current Manager has been assigned to the building project and the implementation of the new CAD.

Program Results

PSC's primary areas of focus over the last two budget cycles were: Staffing, staff engagement and retention, customer service and performance, and new building planning. PSC accomplished a comprehensive review of hiring and selection processes and made relevant changes in order to ensure alignment with best practices. As a result, this has expedited both processes and provided more thorough data to select candidates that are most suited for the dispatcher positions. In addition, entry-level training was re-assessed with outcomes to enhance and expedite both entry-level and lateral hire training experiences. Despite our efforts, hiring and training continues to be a challenge in law enforcement as well as in 911. Industry trends show that the vast majority of applicants do not meet background standards and for some, training and/or the probationary period proves to be more complex than initially thought. Thus, results are that less than 50% of newly hired employees stay beyond the probationary period.

PSC's staff engaged together to address Dispatch Center enhancements and upgrades with remarkable success. As previously reported, major undertakings of carpet replacement, workstation upgrades, headset modifications and a hygiene schedule are just some of the great work that was accomplished so that employees are comfortable while working long hours as we wait for transition to the new building.

Customer Service remained a focus as did its nexus to employee performance management. While staffing remains challenging and Shift Supervisors are assigned to work in the Dispatch Center as a working supervisor, employee performance evaluation and career development was impossible to accomplish. The newly created "Personnel Services Manager" took on the responsibility of meeting with all Dispatch Center staff for a "One-on-one" to discuss performance, conduct, recognition, improvement and quality. This created the basis of performance feedback and evaluation, where all evaluations were conducted on staff in the Dispatch Center by Spring 2015.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of High Priority police, fire and medical calls dispatched within established timeframes	84%	79%	77%	80%	80%
Percent of customer survey respondents rating overall services good or better by 911 callers and emergency services	96%	95%	95%	98%	100%
Percent of 911 Calls received and answered within 10 seconds	94%	93%	94%	95%	95%

Public Safety Communications (1240B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	2,472,287	2,662,015	2,662,015	2,662,015		2,662,015	
Charges for Services	4,468,848	4,675,947	4,831,340	5,093,616	262,276	5,225,581	131,965
Interfund Revenue	10,607	8,519	9,239	8,944	(295)	10,235	1,291
Miscellaneous Revenue	139,304	98,815	85,000	80,000	(5,000)	80,000	
Total Revenue	7,091,046	7,445,297	7,587,594	7,844,575	256,981	7,977,831	133,256
Fund Balance	181,224	291,886	316,918	313,798	(3,120)	313,798	
TOTAL SOURCES	7,272,270	7,737,183	7,904,512	8,158,373	253,861	8,291,629	133,256
REQUIREMENTS							
Salaries and Benefits	8,876,694	9,530,013	10,181,693	10,574,810	393,117	11,021,958	447,148
Services and Supplies	456,441	591,142	516,835	644,289	127,454	568,820	(75,469)
Other Charges	421,704	508,297	541,051	589,679	48,628	608,282	18,603
Fixed Assets		25,027	78,000	657,500	579,500		(657,500)
Other Financing Uses		28,713	28,992	27,330	(1,662)	27,868	538
Gross Appropriations	9,754,839	10,683,193	11,346,571	12,493,608	1,147,037	12,226,928	(266,680)
Intrafund Transfers	(227,720)	(371,000)	(315,988)	(1,042,518)	(726,530)	(278,615)	763,903
Net Appropriations	9,527,119	10,312,192	11,030,583	11,451,090	420,507	11,948,313	497,223
Contingencies/Dept Reserves		202,728	299,938	299,938		299,938	
TOTAL REQUIREMENTS	9,527,119	10,514,920	11,330,521	11,751,028	420,507	12,248,251	497,223
NET COUNTY COST	2,254,849	2,777,737	3,426,009	3,592,655	166,646	3,956,622	363,967
AUTHORIZED POSITIONS							
Salary Resolution	54.0	58.0	59.0	59.0		59.0	
Funded FTE	54.0	58.0	58.7	59.0	0.3	59.0	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$253,861 or 3.2% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is no change in this funding source.

Charges for Services

There is a net increase of \$262,276 in this funding source due to \$263,776 of contractual increases on Agreements with Dispatch Services customers. This is partially offset by a decrease of \$1,500 from the elimination of one-time revenue for other services.

Interfund Revenue

There is a net decrease of \$295 in this funding source due to revenue from services provided to the Department of Public Works being redistributed between General Fund and Non-General Fund Budget Units. This decrease was offset by an increase of \$1,473 in Intrafund Transfers.

Miscellaneous Revenue

There is a net decrease of \$5,000 in this funding source due to reduced volume of pager services to external clients. This decrease was partially offset by an increase in Compensation Insurance Refunds and SDI Payments due to Workers Compensation claims and related reimbursements.

Fund Balance

There is a net decrease of \$3,120 in this funding source due to the use of Fund Balance for one-time costs associated with FY 2014-15 new hire training programs.

TOTAL REQUIREMENTS

Total Requirements increased by \$420,507 or 3.7% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$393,117 in this expenditure category due to negotiated salary increases, increases in health benefits costs, increasing the appropriation for overtime to a level consistent with average use in prior years, and the addition of one Communications Program Services Manager. This increase was partially offset by the reduction of one vacant position.

Services and Supplies

There is a net increase of \$127,454 in this expenditure category due to adding appropriations for contract services for a Gap Analysis Study of the Computer Aided Dispatch (CAD) System, retrofitting the overhead lighting in the Dispatch Center, and replacement of furniture and equipment. The balances of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of \$48,628 in this expenditure category due to increases in radio, telephone, automation, facilities, and vehicle charges. This increase was partially offset by a decrease in insurance charges due to a reduction in the amount of general liability claims.

Fixed Assets

There is a net increase of \$579,500 due to the addition of one time purchases for: an upgrade to the Computer Aided Dispatch System, two vehicles, radio equipment, and an upgrade to the 9-1-1 Telephone System. The increase was partially offset by the removal of one-time purchases budgeted for FY 2014-15.

Other Financing Uses

There is a net decrease of \$1,662 in this expenditure category due to a decrease in the amount of Debt Service charges. This decrease was partially offset by an increase in the 10% Facility Surcharge.

Intrafund Transfers

There is a net increase of \$726,530 in this expenditure category due to budgeted transfers from Non-Departmental to fund the purchase of two vehicles, replacement of furniture and equipment, retrofitting of Dispatch Center overhead lighting, contract services for the CAD Gap Analysis Study, an Upgrade of the 9-1-1 Telephone System, and 50% of the cost of the CAD System Upgrade; and a transfer from the Message Switch budget for the other 50% of the cost of the CAD System Upgrade. This increase was partially offset by the removal of a FY 2014-15 transfer from Non-Department for employee engagement initiatives and a slight decrease in transfers/reimbursements from internal Dispatch Services clients, adjusted based on calendar year 2014 call volume.

Contingencies/Departmental Reserves

There are no changes to Contingencies/Departmental Reserves. The balance of \$299,938 in Departmental Reserves represents 2.6% of Net Appropriations, exceeding the County's 2% Reserves policy by \$70,916.

NET COUNTY COST

There is an increase of \$166,646 or 4.7% in this Department's General Fund allocation.

FY 2016-17 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$133,256 or 1.6% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Charges for Services

There is a net increase of \$131,965 in this funding source due to contractual increases on Agreements with Dispatch Services customers.

Interfund Revenue

There is a net increase of \$1,291 in this funding source due to an increase in revenue from services provided to the Department of Public Works Sewer and Roads Divisions.

TOTAL REQUIREMENTS

Total Requirements increased by \$497,223 or 4.2% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$447,148 in this expenditure category due to negotiated salary increases, increases in health benefits costs, and increasing the appropriation for overtime commensurate with negotiated salary increases.

Services and Supplies

There is a net decrease of \$75,469 in this expenditure category due to removal of one-time costs of contract services for a Gap Analysis Study of the Computer Aided Dispatch (CAD) System, retrofitting the lighting in the Dispatch Center,

and replacement of furniture and equipment. This decrease was partially offset by increases to the appropriations for safety equipment and software license/maintenance expense.

Other Charges

There is a net increase of \$18,603 in this expenditure category due to increases in radio, telephone, automation, facilities, vehicle, and insurance charges.

Fixed Assets

There is a net decrease of \$657,500 due to the removal of one-time purchases from FY 2015-16.

Other Financing Uses

There is a net increase of \$538 in this expenditure category due to increases in Debt Service and the 10% Facility Surcharge.

Intrafund Transfers

There is a net decrease of \$763,903 in this expenditure category due to the removal of one-time transfers from Non-Departmental and the Message Switch from FY 2015-16. This decrease was partially offset by an increase in transfers/reimbursements from internal Dispatch Services clients.

Contingencies/Departmental Reserves

There are no changes to Contingencies/Departmental Reserves. The balance of \$299,938 in Departmental Reserves represents 2.5% of Net Appropriations, exceeding the County's 2% Reserves policy by \$60,972.

NET COUNTY COST

There is an increase of \$363,967 or 10.1%.

Public Safety Communications (1240B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	54.0	58.0	59.0	59.0		59.0	
Funded FTE	54.0	58.0	58.7	59.0	0.3	59.0	
 Total Requirements	9,527,119	10,514,920	11,330,521	11,751,028	420,507	12,248,251	497,223
Total Sources	7,272,270	7,737,183	7,904,512	8,158,373	253,861	8,291,629	133,256
Net County Cost	2,254,849	2,777,737	3,426,009	3,592,655	166,646	3,956,622	363,967

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated salary increases, merit increases, and increases in health benefit costs. Revenue has been adjusted for contractual increases per dispatching services agreements, and a reduction was made to reflect a decrease in revenue from pager pass-thru billings with a corresponding reduction made in pager expense.

Total Requirements	Total Sources	Net County Cost	Positions
11,716,235	8,123,580	3,592,655	0

2. Replacement of Two Public Safety Communication Vehicles

Fixed Assets has been increased for the replacement of two PSC Dispatch Vehicles that have reached the end of their useful life. The cost is offset by a reimbursement (Intrafund Transfer) from the Non-Departmental Budget. There is no impact to Public Safety Communications' Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
90,000	0	90,000	0
(90,000)	0	(90,000)	0

3. Computer Aided Dispatch (CAD) Gap Analysis

Services and Supplies has been increased for a professional services contract to conduct an analysis of the current CAD system in comparison to currently available marketplace technologies in preparation for the CAD replacement project planned in conjunction with the new Dispatch Center. The cost is offset by a reimbursement (Intrafund Transfer) from the Non-Departmental Budget. There is no impact to Public Safety Communications' Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0
(100,000)	0	(100,000)	0

4. Computer Aided Dispatch (CAD) Upgrade

Fixed Assets has been increased for an upgrade to the current CAD system to maintain its functionality and reliability until its full replacement with the opening of the new Dispatch Center. The cost is offset 50% by a reimbursement (Intrafund Transfer) from the Non-Departmental Budget and 50% by a reimbursement (Intrafund Transfer) from the Message Switch budget. There is no impact to Public Safety Communications' Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
350,000	0	350,000	0
(350,000)	0	(350,000)	0

5. Dispatch Furniture and Equipment

Services and Supplies has been increased for the replacement of furniture and equipment in the Dispatch Center to maintain continuity of operations during construction of the new Dispatch Center. The cost is offset by a reimbursement (Intrafund Transfer) from the Non-Departmental Budget. There is no impact to Public Safety Communications' Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
25,000	0	25,000	0
(25,000)	0	(25,000)	0

6. Dispatch Center Lighting Retrofit

Services and Supplies has been increased to retrofit the overhead lighting in the Dispatch Center to dimmable LED lighting. The cost is offset by a reimbursement (Intrafund Transfer) from the Non-Departmental Budget. There is no impact to Public Safety Communications' Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
10,000	0	10,000	0
(10,000)	0	(10,000)	0

7. Radio Equipment for PSC Dispatch Vehicles

Fixed Assets has been increased and a corresponding decrease has been made to Services and Supplies for the purchase of Radio Equipment for the two new PSC Dispatch Vehicles. There is no impact to Public Safety Communications' Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
17,500	0	17,500	0
(17,500)	0	(17,500)	0

8. Position Adjustments

Salaries & Benefits has been increased for the net change of adding a Communications Program Services Manager and deleting a Communications Dispatcher II; for estimated Administrative Leave Cash-Out for the additional Communications Program Services Manager; and for estimated on-call pay associated with converting an Administrative Services Manager I to a Communications Program Services Manager. Salaries & Benefits has been reduced for Work Out of Class Differentials and Overtime associated with these position changes. Revenue has been increased by appropriating a portion of the contractual increases in Dispatch Services Fees to cover these position adjustments. There is no impact to Public Safety Communications' Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
34,793	34,793	0	0

9. 9-1-1 Telephone System Upgrade

Fixed Assets has been increased for an upgrade to the current 9-1-1 Telephone System to maintain its functionality and reliability until its full replacement with the opening of the new Dispatch Center. The cost is offset by a reimbursement (Intrafund Transfer) from the Non-Departmental Budget. There is no impact to Public Safety Communications' Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
200,000	0	200,000	0
(200,000)	0	(200,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
11,751,028	8,158,373	3,592,655	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated salary increases, merit increases, and increases in health benefit costs; Revenue has been adjusted for contractual increases per dispatching services agreements; Services and Supplies has been decreased by the reversal of FY 2015-16 one-time items (CAD Gap Analysis, Dispatch Center Furniture & Equipment Replacement, and Dispatch Center Lighting Retrofit), partially offset by anticipated increases in Safety Equipment and Software License/Maintenance expenses; Other Charges has been increased to reflect increases in insurance, ISD and facilities costs; Fixed Assets has been reduced by the amount budgeted for FY 2015-16 one-time purchases; Other Financing Uses has been increased per facilities cost service charges memo; Intrafund Transfers has been decreased by the amount of one-time FY 2015-16 transfers, partially offset by increases in dispatch and alarm monitoring services to other County departments.

Total Requirements	Total Sources	Net County Cost	Positions
12,248,251	8,291,629	3,956,622	0

Structural Fire (3550B)

Budget Unit Locator

County

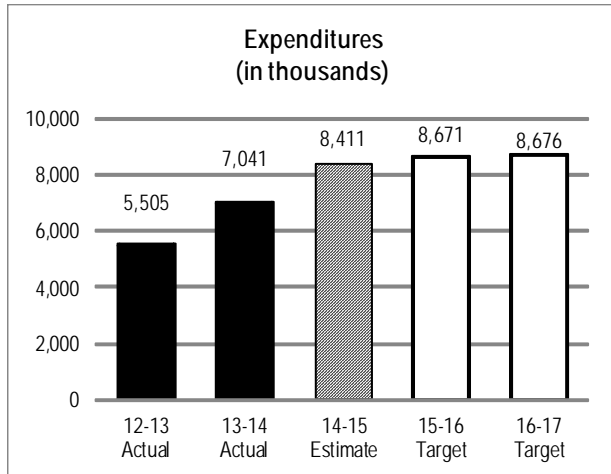
Community Services

▷ **Structural Fire**

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.

Property tax revenues for Fire Protection Services have increased by 5% when compared to the prior year due to improving economy and overall growth in assessed values. However, these tax revenues remain below what is needed to fund fire services in the unincorporated areas of the County. Since FY 2013-14 approximately \$1.8 million in Public Safety Half-Cent Sales Tax (Prop. 172) has been budgeted to make up the shortfall.



FY 2015-16 Program Funding Adjustments

Structural Fire (3550B)

Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	8,443,817	9,961,614	11,016,166	11,251,096	234,930	11,497,593	246,497
Total Sources	8,443,817	9,961,614	11,016,166	11,251,096	234,930	11,497,593	246,497

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: an increase to the CalFire contract to cover increasing personnel costs and miscellaneous adjustments to operating costs. These increases are fully offset by an increase in property tax revenue based on projections.

Total Requirements	Total Sources	Net County Cost	Positions
234,930	234,930	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: increase in property tax revenue based on projections. It is anticipated that there will be Fund Balance as a result of the increased property tax revenue and, once realized, will be set aside in reserves.

Total Requirements	Total Sources	Net County Cost	Positions
246,497	246,497	0	0

Structural Fire (3550B)**Structural Fire Protection Fund****FY 2015-16 and 2016-17 Budget Unit Summary**

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	5,225,196	5,390,390	4,944,194	5,179,124	234,930	5,425,621	246,497
Use of Money and Property	47,367	67,272	42,000	42,000		42,000	
Intergovernmental Revenues	36,266	1,737,362	2,016,811	2,016,811		2,016,811	
Charges for Services	295,559	324,191	290,000	290,000		290,000	
Miscellaneous Revenue	7,020	43,417	18,683	18,683		18,683	
Other Financing Sources	1,253,000						
Total Revenue	6,864,407	7,562,631	7,311,688	7,546,618	234,930	7,793,115	246,497
Fund Balance	1,579,410	2,398,983	3,704,478	3,704,478		3,704,478	
TOTAL SOURCES	8,443,817	9,961,614	11,016,166	11,251,096	234,930	11,497,593	246,497
REQUIREMENTS							
Services and Supplies	6,044,834	6,257,136	8,410,879	8,671,204	260,325	8,676,284	5,080
Net Appropriations	6,044,834	6,257,136	8,410,879	8,671,204	260,325	8,676,284	5,080
Non-General Fund Reserves	2,398,983	3,704,478	2,605,287	2,579,892	(25,395)	2,821,309	241,417
TOTAL REQUIREMENTS	8,443,817	9,961,614	11,016,166	11,251,096	234,930	11,497,593	246,497

Fire Protection Services (3580B)

Budget Unit Locator

County

Community Services

▷ Fire Protection Services

Budget Unit Description

San Mateo County contracts with the California Department of Forestry and Fire Protection (CalFire) to staff four County owned fire stations in the unincorporated area and oversee three volunteer stations. The four County stations each have one County-owned engine. In addition to fire protection and emergency response, CalFire staff provides fire and life safety reviews of building plans, defensible space reviews, fire protection education, and fire investigation services. All four County Fire stations participate in the Countywide mutual aid program which sends the closest engine to any event, regardless of the city in which the event occurred.

Annually, County Fire responds to about 1,450 calls to the four stations staffed by CalFire. The Tower Road and Cordilleras stations each respond to between 400 and 500 calls a year while the Skylonda and Pescadero stations each average between 250 and 350 calls a year. The target response for all calls is seven minutes, which CalFire meets or exceeds 90% of the time. In more rural areas of the County, response time can be longer, which is why the response percentage is not higher. The proposed budget will move the County toward the planned elimination of the CSA #1 engine at the Tower Road station for planned replacement with a ladder truck. That station will still house the County Fire engine year round and the CalFire state funded engine during the fire season.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of fire related deaths and injuries	0	0	0	0	0
Percent of fire and emergency medical calls responded to within time criteria established by County EMS (7 minutes)	90%	90%	90%	90%	90%

FY 2015-16 Program Funding Adjustments

Fire Protection Services (3580B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	6,050,669	6,335,837	11,866,155	13,123,196	1,257,041	10,278,884	(2,844,312)
Total Sources	6,050,669	6,335,837	11,866,155	13,123,196	1,257,041	10,278,884	(2,844,312)

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of a decrease in Measure A revenue to reflect the removal of funds spent in the prior fiscal year; and an increase in the contract with CalFire to provide fire protection services to the unincorporated areas of the County. The increase in the CalFire contract is offset by an increase in Interfund revenue transferred from the Structural Fire Fund.

Total Requirements	Total Sources	Net County Cost	Positions
(242,959)	(242,959)	0	0

2. Measure A — Fleet Replacement Fund

Measure A funding for the Fleet Replacement Fund is budgeted for an additional two years to continue implementing the phased replacement plan to significantly reduce the average age of the County Fire fleet and reduce fleet maintenance costs.

Total Requirements	Total Sources	Net County Cost	Positions
1,500,000	1,500,000	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,257,041	1,257,041	0	0

FY 2016-17 Program Funding Adjustments

No change.

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of a decrease in Measure A revenue to reflect the removal of funds spent in the prior fiscal year; and an increase in the contract with CalFire to provide fire protection services to the unincorporated areas of the County. The increase in the CalFire contract is offset by an increase in Interfund revenue transferred from the Structural Fire Fund.

Total Requirements	Total Sources	Net County Cost	Positions
(2,844,312)	(4,344,312)	1,500,000	0

2. Measure A — Fleet Replacement Fund

Measure A funding for the Fleet Replacement Fund is budgeted for an additional two years to continue implementing the phased replacement plan to significantly reduce the average age of the County Fire fleet and reduce fleet maintenance costs.

Total Requirements	Total Sources	Net County Cost	Positions
0	1,500,000	(1,500,000)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(2,844,312)	(2,844,312)	0	0

Fire Protection Services (3580B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		47,324	3,452,676	4,449,392	996,716	1,600,000	(2,849,392)
Interfund Revenue	6,044,834	6,255,999	8,410,879	8,671,204	260,325	8,676,284	5,080
Miscellaneous Revenue	5,835	32,514	2,600	2,600		2,600	
TOTAL SOURCES	6,050,669	6,335,837	11,866,155	13,123,196	1,257,041	10,278,884	(2,844,312)
REQUIREMENTS							
Salaries and Benefits	1,982	2,785	1,982	3,541	1,559	3,541	
Services and Supplies	5,873,000	6,061,944	7,956,836	8,329,769	372,933	8,332,619	2,850
Other Charges	157,324	160,814	169,845	135,697	(34,148)	135,777	80
Fixed Assets	18,363	27,930	3,552,676	4,449,392	896,716	1,600,000	(2,849,392)
Other Financing Uses		82,364	184,816	182,903	(1,913)	182,911	8
Gross Appropriations	6,050,669	6,335,837	11,866,155	13,101,302	1,235,147	10,254,848	(2,846,454)
Intrafund Transfers				21,894	21,894	24,036	2,142
TOTAL REQUIREMENTS	6,050,669	6,335,837	11,866,155	13,123,196	1,257,041	10,278,884	(2,844,312)

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County Service Area #1 (3560B)

Budget Unit Locator

County

Community Services

▷ **County Service Area #1**

Budget Unit Description

The residents of County Services Area (CSA) #1, known as the Highlands / Baywood Park area, contract with the California Department of Forestry and Fire Protection (CalFire) and the Sheriff's Office for dedicated fire service and police patrol. CalFire staffs one fire engine 24/7 for the community and also provides fire safety and defensible space support. The Sheriff's Office provides 18 hours of patrol service seven days per week. These services are fully funded by property taxes and a supplemental parcel tax that must be approved by the CSA#1 voters every four years.

The CSA#1 fire engine, located at the Tower Road station, responds to between 400 and 500 calls a year. Within the boundaries of CSA#1, CalFire responds to emergency calls within the six minute target response time. The Sheriff's Office responds to an average of 1,500 resident calls a year with an average response time of 9.17 minutes for high priority calls. The proposed CSA 1 budget maintains all current contract services.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of customer survey respondents rating Fire Protection services good or better	90%	90%	90%	90%	90%
Percent of customer survey respondents rating Sheriff's services good or better	93%	90%	90%	90%	90%

FY 2015-16 Program Funding Adjustments

County Service Area #1 (3560B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	4,225,319	4,983,989	5,356,074	5,465,610	109,536	5,580,545	114,935
Total Sources	4,225,319	4,983,989	5,356,074	5,465,610	109,536	5,580,545	114,935

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: an increase to the CalFire contract to cover increased personnel costs and miscellaneous adjustments to operating costs. These increases are fully offset by an increase in property tax revenue based on projections.

Total Requirements	Total Sources	Net County Cost	Positions
109,536	109,536	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

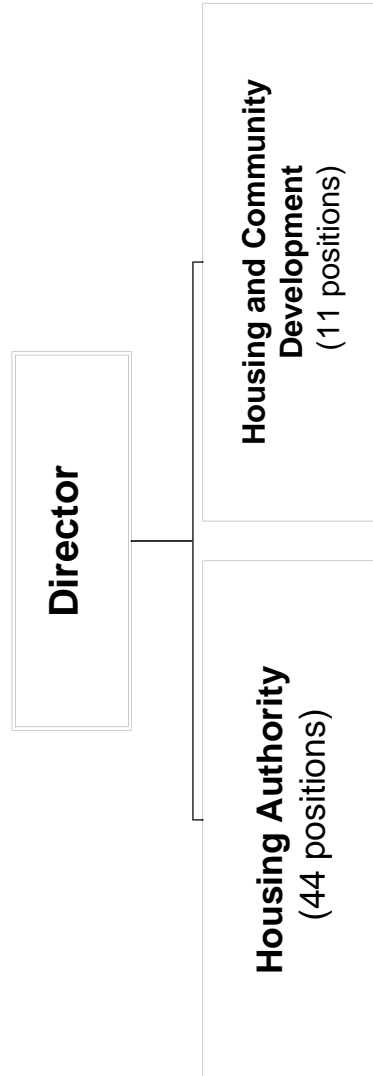
Budget adjustments have been made to reflect current costs for existing levels of service and performance: an increase in property tax revenue based on projections which have been set aside in Reserves..

Total Requirements	Total Sources	Net County Cost	Positions
114,935	114,935	0	0

County Service Area #1 (3560B)**County Service Area #1 Fund****FY 2015-16 and 2016-17 Budget Unit Summary**

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	2,238,847	2,395,733	2,305,222	2,414,758	109,536	2,529,693	114,935
Use of Money and Property	14,496	17,295	14,500	14,500		14,500	
Intergovernmental Revenues	13,924	13,739	13,500	13,500		13,500	
Charges for Services	91,974	91,974	93,925	93,925		93,925	
Miscellaneous Revenue	34,107	67,123	4,000	4,000		4,000	
Total Revenue	2,393,348	2,585,863	2,431,147	2,540,683	109,536	2,655,618	114,935
Fund Balance	1,831,971	2,398,126	2,924,927	2,924,927		2,924,927	
TOTAL SOURCES	4,225,319	4,983,989	5,356,074	5,465,610	109,536	5,580,545	114,935
REQUIREMENTS							
Services and Supplies	1,828,598	2,059,062	2,573,684	2,708,138	134,454	2,708,138	
Fixed Assets			1,009,400		(1,009,400)		
Net Appropriations	1,828,598	2,059,062	3,583,084	2,708,138	(874,946)	2,708,138	
Non-General Fund Reserves	2,396,721	2,924,927	1,772,990	2,757,472	984,482	2,872,407	114,935
TOTAL REQUIREMENTS	4,225,319	4,983,989	5,356,074	5,465,610	109,536	5,580,545	114,935

Department of Housing



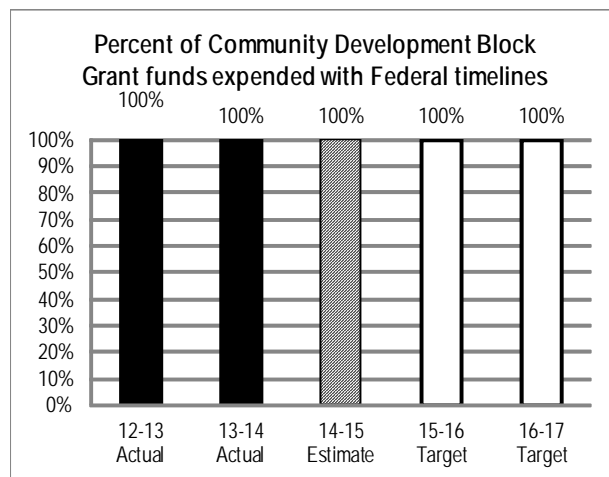
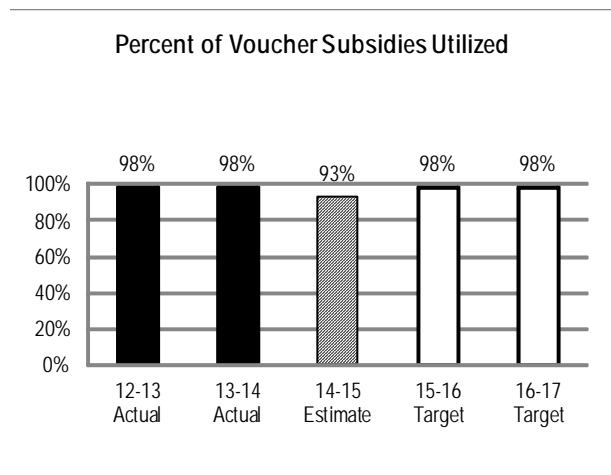
Department Locator

County

Community Services

▷ **Department of Housing**

Benchmark Measures



Mission Statement

The Department of Housing is a catalyst for increasing access to affordable housing, increasing the supply of workforce housing, and supporting related community development, so that housing permanently exists for people of all income levels and generations in San Mateo County.

Overview

The Department of Housing provides housing rental subsidy programs and funds affordable housing construction and community development. Highlights for FY 2013-15 include:

- Created the Affordable Housing Fund program and allocated \$18.2 million for the renovation/expansion of 330 shelter beds and for the creation of 442 new affordable rental housing units.
- Created a new Agricultural Workforce Housing Program. In its pilot phase, one dilapidated unit was renovated and two mobile units were replaced with new manufactured housing units.
- Obtained 69 additional VASH vouchers for homeless veterans (current total 144 vouchers) and project-based 35 of these vouchers in the under-construction Willow Housing (60 units of housing for formerly homeless veterans located at the Menlo Park VA campus).
- Completed construction of the Half Moon Bay Senior Campus consisting of 200 new units of affordable senior housing plus a new senior center and adult day health center. The campus also includes the first 12 units of a pilot program to add intensive case management services to qualifying residents to enable frail seniors to continue to live independently rather than transfer to nursing home care.

Challenges and opportunities for FY 2015-17 include:

- The extremely low vacancy rate coupled with discrimination against voucher holders has led to a near inability for voucher holders to secure rental housing in the county. The Housing Authority is in the process of implementing its Leasing Success Program to provide landlord incentives, provide security deposit assistance and pay for the assistance of housing locator services for voucher holders.

- Pre-development activities are taking place at two housing opportunity sites owned by the County or Housing Authority – Midway Village in Daly City (redevelopment and expansion of the existing 150-unit, 7 acre site) and 2700 Middlefield Road in Redwood City (change of use and redevelopment of a 3.2 acre site).
- Working closely with the Human Services Agency, implement strategies to achieve the County's goal of eliminating homelessness by 2020.
- Investing an additional \$12 million of Affordable Housing Funds with competitive project selections emphasizing maximum leverage of County funds from local city partnerships and the creation of placement opportunities for County clients.

Department of Housing (7900B)
ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		1,000,000	500,000	3,837,500	3,337,500	6,087,500	2,250,000
Use of Money and Property	3,646,438	3,440,043	3,250,555	3,054,185	(196,370)	3,054,185	
Intergovernmental Revenues	72,362,790	74,726,281	77,589,050	71,362,369	(6,226,681)	71,351,335	(11,034)
Charges for Services	221,687	348,480	189,000	165,500	(23,500)	165,500	
Interfund Revenue	1,126,651	1,227,016	751,555	575,770	(175,785)	689,581	113,811
Miscellaneous Revenue	1,183,774	1,806,581	1,200,320	1,483,772	283,452	1,361,576	(122,196)
Other Financing Sources		3,010,000					
TOTAL SOURCES	78,541,340	85,558,401	83,480,480	80,479,096	(3,001,384)	82,709,677	2,230,581
REQUIREMENTS							
Salaries and Benefits	6,195,266	6,097,298	6,427,303	6,785,348	358,045	6,884,603	99,255
Services and Supplies	2,799,621	3,565,083	2,769,392	2,590,510	(178,882)	2,429,497	(161,013)
Other Charges	69,546,454	76,277,968	74,614,980	71,590,077	(3,024,903)	73,658,673	2,068,596
Gross Appropriations	78,541,340	85,940,348	83,811,675	80,965,935	(2,845,740)	82,972,773	2,006,838
Intrafund Transfers			(167,901)	(223,743)	(55,842)		223,743
Net Appropriations	78,541,340	85,940,348	83,643,774	80,742,192	(2,901,582)	82,972,773	2,230,581
Contingencies/Dept Reserves	36,904	36,904	36,904	36,904		36,904	
TOTAL REQUIREMENTS	78,578,244	85,977,252	83,680,678	80,779,096	(2,901,582)	83,009,677	2,230,581
NET COUNTY COST	36,904	418,851	200,198	300,000	99,802	300,000	
AUTHORIZED POSITIONS							
Salary Resolution	57.0	56.0	56.0	56.0		56.0	
Funded FTE	56.8	56.0	56.0	56.0		56.0	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$3,001,384 or 3.6% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is an increase of \$3,337,500 in this funding source due to Affordable Housing funds and prior year carryover from Agricultural Workforce Housing funds.

Use of Money and Property

There is a decrease of \$196,370 in this funding source due to the reduction of tenant rent as a result of the closure of Half Moon Village. The decrease was offset by decreases in property expenses.

Intergovernmental Revenues

There is a decrease of \$6,226,681 in this funding source due to decrease in federal grants. This decrease was partially offset by an increase in Affordable Housing funds.

Charges for Services

There is a decrease of \$23,500 in this funding source due to a decrease in fee-for-service income.

Interfund Revenue

There is a decrease of \$175,785 in this funding source due to a decrease in program income.

Miscellaneous Revenue

There is an increase of \$283,452 in this funding source due primarily to a \$260,263 increase in management fee for housing properties.

TOTAL REQUIREMENTS

Total Requirements decreased by \$2,901,582 or 3.5% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$358,045 in this expenditure category due to negotiated employee merit and COLA increases and health benefits cost.

Services and Supplies

There is a net decrease of \$178,882 in this expenditure category primarily due to decreased shared management and service costs.

Other Charges

There is a net decrease of \$3,024,903 in this expenditure category primarily due to the elimination of Port-In housing assistance payments.

Intrafund Transfers

There is an increase of \$55,842 in this expenditure category due to prior year carry-over County funded projects.

NET COUNTY COST

There is an increase of \$99,802 in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources increased by \$2,230,581 or 2.8% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is an increase of \$2,250,000 in this funding source due to additional Affordable Housing funds.

Intergovernmental Revenues

There is a net decrease of \$11,034 in this funding source due to a \$27,407 decrease of federal grants. This decrease was partially offset by an increase of \$16,373 in Housing Authority payment for office and staff shared costs.

Interfund Revenue

There is an increase of \$113,811 in this funding source due to HUD project income adjustment.

Miscellaneous Revenue

There is a net decrease of \$122,196 in this funding source due to a decrease in loan administrative income.

TOTAL REQUIREMENTS

Total Requirements decreased by \$2,230,581 or 2.8% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$99,255 in this expenditure category due to negotiated employee merit and COLA increases and health benefits costs.

Services and Supplies

There is a net decrease of \$161,013 in this expenditure category primarily due to a \$140,403 decrease in contract services and SMCSaves project completion.

Other Charges

There is a net increase of \$2,068,596 in this expenditure category primarily due to additional Affordable Housing funds available for distribution.

Intrafund Transfers

There is a decrease of \$223,743 in this expenditure category due to completion of County funding for the veterans development and SMCSaves project.

NET COUNTY COST

There is no change in this Department's General Fund allocation.

Housing and Community Development (7920P)

Program Locator

County

Community Services

Department of Housing

▷ **Housing and Community Development**

Program Outcome Statement

Financial assistance to create and preserve housing for low-income residents

Program Results

Over 5,000 households benefit from housing, community infrastructure and services made possible by financial and technical assistance administered by Housing and Community Development. Services include non-profits funded for the following purposes: homeless shelter operations, fair housing enforcement, legal assistance, micro-enterprise and economic development, home-sharing program and meals-on-wheels. FY 2013-14 and FY 2014-15 highlights included:

- Completed 260 new affordable housing units
- Completed a new senior center, an adult day health center and various other community amenities
- Completed critical home repairs for 372 low-income (typically senior) households
- \$11 million in loans and grants made to the community in addition to the Affordable Housing Fund
- Provided leadership and technical assistance to 21 Elements, the county's award winning planning partnership comprised of all 21 jurisdictions.

The Program's priorities for the FY 2015-16 and FY 2016-17 budgets include:

- implement strategies to achieve the County's goal of eliminating homelessness by 2020, working in collaboration with Human Services Agency
- stimulate and manage the maximum possible flow of new affordable housing projects working directly with partners

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Leverage Ratio of Affordable Housing investment for each dollar of local funding invested	18	15	15	15	15
Number of households benefitting directly from County-administered loans and grants for home purchase, repair, or rehabilitation	537	427	350	350	350

Housing and Community Development (7920P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	11.0	11.0	11.0	11.0		11.0	
Funded FTE	10.8	11.0	11.0	11.0		11.0	
 Total Requirements	8,371,910	11,269,313	10,387,341	10,980,585	593,244	13,211,166	2,230,581
Total Sources	8,335,006	10,850,462	10,187,143	10,680,585	493,442	12,911,166	2,230,581
Net County Cost	36,904	418,851	200,198	300,000	99,802	300,000	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; inclusion of increase in Affordable Housing Fund 3.0, and decrease in federal funds.

Total Requirements	Total Sources	Net County Cost	Positions
593,244	493,442	99,802	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; inclusion of increase in Affordable Housing Fund 4.0.

Total Requirements	Total Sources	Net County Cost	Positions
2,230,581	2,230,581	0	0

Housing and Community Development (7920P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		1,000,000	500,000	3,837,500	3,337,500	6,087,500	2,250,000
Intergovernmental Revenues	6,414,484	7,268,738	7,777,796	5,110,174	(2,667,622)	5,099,140	(11,034)
Charges for Services	221,687	348,480	189,000	165,500	(23,500)	165,500	
Interfund Revenue	1,126,651	1,227,016	751,555	575,770	(175,785)	689,581	113,811
Miscellaneous Revenue	572,184	1,006,228	968,792	991,641	22,849	869,445	(122,196)
TOTAL SOURCES	8,335,006	10,850,462	10,187,143	10,680,585	493,442	12,911,166	2,230,581
REQUIREMENTS							
Salaries and Benefits	1,533,539	1,459,433	1,775,943	1,829,600	53,657	1,783,850	(45,750)
Services and Supplies	234,638	516,398	544,504	531,690	(12,814)	370,677	(161,013)
Other Charges	6,566,830	9,256,579	8,197,891	8,806,134	608,243	11,019,735	2,213,601
Gross Appropriations	8,335,006	11,232,409	10,518,338	11,167,424	649,086	13,174,262	2,006,838
Intrafund Transfers			(167,901)	(223,743)	(55,842)		223,743
Net Appropriations	8,335,006	11,232,409	10,350,437	10,943,681	593,244	13,174,262	2,230,581
Contingencies/Dept Reserves	36,904	36,904	36,904	36,904		36,904	
TOTAL REQUIREMENTS	8,371,910	11,269,313	10,387,341	10,980,585	593,244	13,211,166	2,230,581
NET COUNTY COST	36,904	418,851	200,198	300,000	99,802	300,000	
AUTHORIZED POSITIONS							
Salary Resolution	11.0	11.0	11.0	11.0		11.0	
Funded FTE	10.8	11.0	11.0	11.0		11.0	

Housing Authority (7930P)

Program Locator

County

Community Services

Department of Housing

▷ **Housing Authority**

Program Outcome Statement

Financial assistance to subsidize and create housing for low-income residents

Program Results

The Housing Authority serves over 4,600 low, very low, and extremely low income households through several rental subsidy programs that direct housing assistance payments to approximately 1,700 property owners. FY 2013-14 and FY 2014-15 highlights include:

- Used "block-grant" funding status to create three new rental subsidy programs for victims of domestic violence (15 units), persons re-entering society after a period of incarceration and who are receiving addiction treatment and other supportive services (16 units), and self-sufficiency program for single parents with children in shared housing (9 households).
- Created an on-line voucher wait list program that is always open. Applicants have their own password protected login and can monitor their status and keep contact and other information current.
- Implemented the 5-year, time-limited voucher program and added mandatory goal setting and case management services to assist clients achieve self-sufficiency. The time limits are automatically extended for elderly and disabled clients and can be extended for other voucher holders who require additional time to complete.
- Received HUD approval to convert El Camino Village (30 units) from public housing to project-based vouchers thereby giving residents the option of relocating and enabling the housing authority to rationalize its operations to a voucher-based system.

The Program's priorities for the FY 2015-16 and FY 2016-17 budgets include:

- implement new Leasing Success Program to enable voucher holders to secure rental housing in the county
- proceed with pre-development and expansion activities at Midway Village in Daly City and 2700 Middlefield Road in Redwood City

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of families exiting housing subsidy programs as a result of self-sufficiency	44	114	40	40	40
Number of individuals and families through Provider-Based Assistance (PBA) Program	38	42	40	45	45

Housing Authority (7930P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	46.0	45.0	45.0	45.0		45.0	
Funded FTE	46.0	45.0	45.0	45.0		45.0	
 Total Requirements	 70,206,334	 74,707,939	 73,293,337	 69,798,511	 (3,494,826)	 69,798,511	
Total Sources	70,206,334	74,707,939	73,293,337	69,798,511	(3,494,826)	69,798,511	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(3,494,826)	(3,494,826)	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; and cost savings for administration of other public assistance programs.

Total Requirements	Total Sources	Net County Cost	Positions
145,005	0	145,005	0
(145,005)	0	(145,005)	0

Housing Authority (7930P)
Housing Authority Fund (Information Only)

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	3,646,438	3,440,043	3,250,555	3,054,185	(196,370)	3,054,185	
Intergovernmental Revenues	65,948,306	67,457,543	69,811,254	66,252,195	(3,559,059)	66,252,195	
Miscellaneous Revenue	611,590	800,353	231,528	492,131	260,603	492,131	
Other Financing Sources		3,010,000					
TOTAL SOURCES	70,206,334	74,707,939	73,293,337	69,798,511	(3,494,826)	69,798,511	
REQUIREMENTS							
Salaries and Benefits	4,661,727	4,637,865	4,651,360	4,955,748	304,388	5,100,753	145,005
Services and Supplies	2,564,983	3,048,685	2,224,888	2,058,820	(166,068)	2,058,820	
Other Charges	62,979,624	67,021,389	66,417,089	62,783,943	(3,633,146)	62,638,938	(145,005)
TOTAL REQUIREMENTS	70,206,334	74,707,939	73,293,337	69,798,511	(3,494,826)	69,798,511	
AUTHORIZED POSITIONS							
Salary Resolution	46.0	45.0	45.0	45.0		45.0	
Funded FTE	46.0	45.0	45.0	45.0		45.0	

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ADMINISTRATION AND FISCAL

COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and
Program Summaries

Glossary of Budget Terms



SAN MATEO COUNTY MISSION

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:

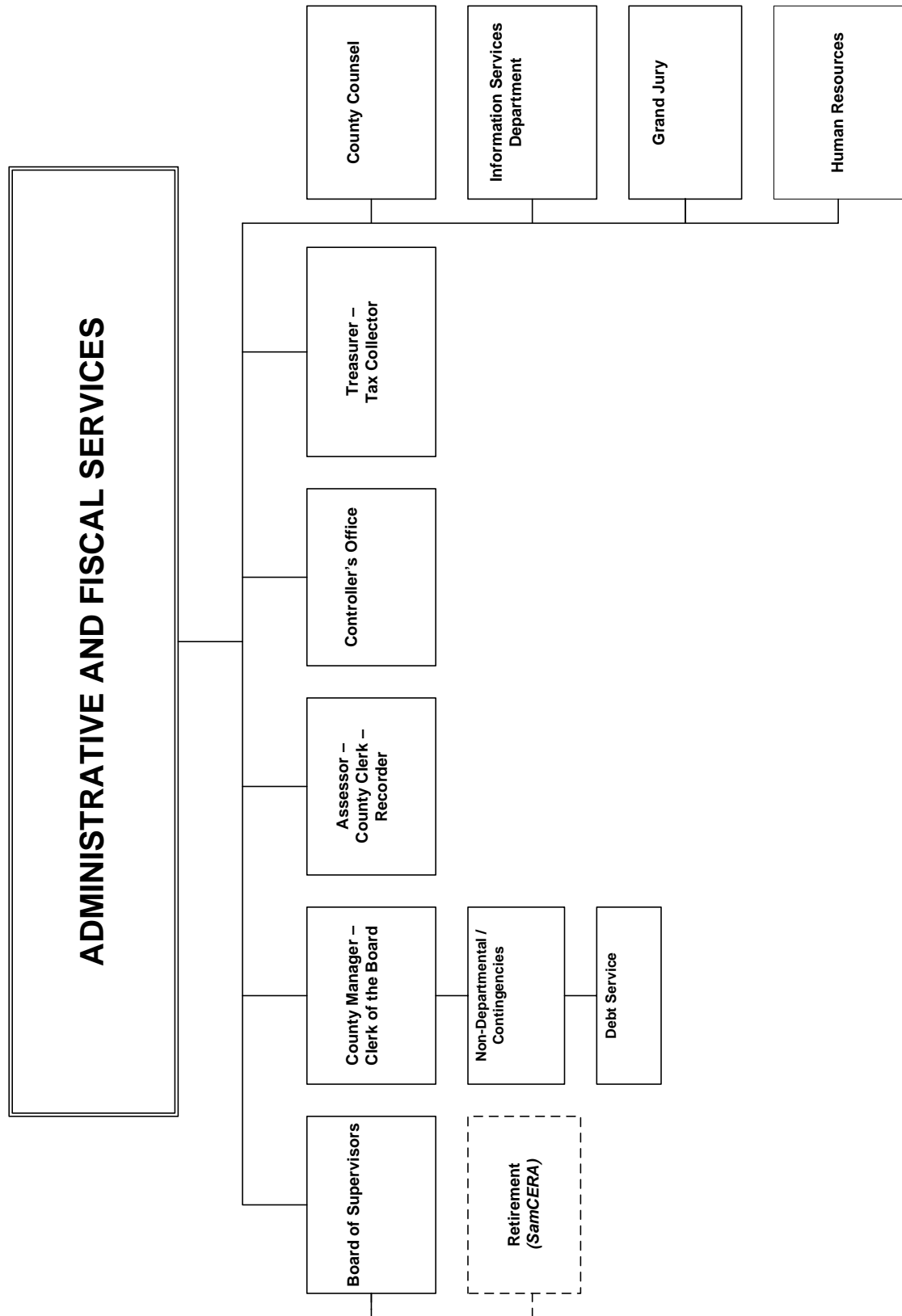
The highest standards
of public service

A common vision
of responsiveness

The highest standards
of ethical conduct

Treating people with respect
and dignity

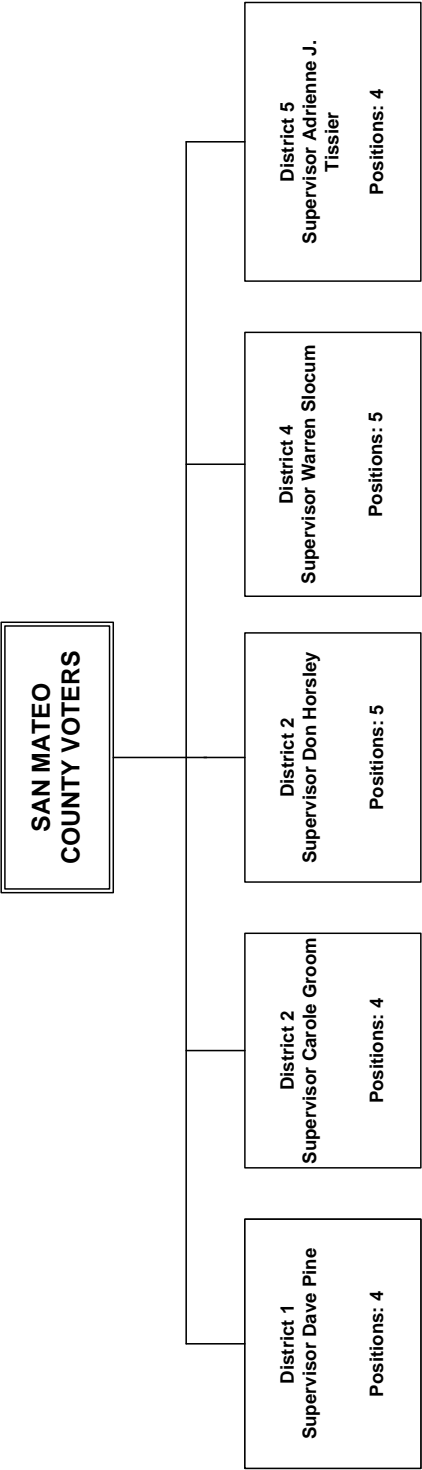




Administration and Fiscal FY 2015-16 and 2016-17 All Funds Summary

Total Requirements	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
General Fund Budgets							
Board of Supervisors	3,111,051	3,227,017	4,825,027	4,876,552	51,525	4,991,857	115,305
County Manager/Clerk of the Board	6,931,166	6,214,088	9,174,819	10,828,237	1,653,418	10,982,643	154,406
Workforce and Enforcement Development	7,487,170	5,597,138	7,536,521	7,432,593	(103,928)	7,432,593	
Assessor-County Clerk-Recorder	19,242,550	20,325,160	21,520,089	25,492,444	3,972,355	22,752,045	(2,740,399)
Controller's Office	9,384,945	8,783,264	10,103,556	12,599,069	2,495,513	12,786,194	187,125
Treasurer - Tax Collector	6,871,848	7,273,741	8,836,949	9,514,565	677,616	9,675,082	160,517
County Counsel	8,011,043	9,161,368	11,406,378	12,088,683	682,305	12,618,902	530,219
Human Resources Department	10,355,972	9,849,326	12,455,407	14,466,339	2,010,932	14,356,764	(109,575)
Information Services Department	21,653,668	24,870,108	26,360,251	33,093,256	6,733,005	28,275,650	(4,817,606)
Grand Jury	569,668	493,626	554,693	112,589	(442,104)	114,731	2,142
Non-Departmental Services	334,525,228	537,239,639	329,474,544	368,242,404	38,767,860	270,669,968	(97,572,436)
Total General Fund	428,144,310	633,034,475	442,248,234	498,746,731	56,498,497	394,656,429	(104,090,302)
Non-General Fund Budgets							
Debt Service Fund	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345
Total Non-General Fund	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345
Total Requirements	476,013,869	681,642,166	490,769,471	548,367,343	57,597,872	470,757,386	(77,609,957)
Total Sources	784,762,446	994,317,032	860,496,466	935,640,982	75,144,516	899,235,590	(36,405,392)
Net County Cost	(308,768,579)	(312,674,866)	(369,726,995)	(387,273,639)	(17,546,644)	(428,478,204)	(41,204,565)
AUTHORIZED POSITIONS							
Salary Resolution	499.0	503.0	486.0	502.0	16.0	503.0	1.0
Funded FTE	493.2	500.0	482.5	498.9	16.4	499.9	1.0
Information Only:							
Retirement Office (<i>SamCERA</i>)	4,891,792	5,598,194	11,026,106	11,433,900	407,794	11,579,699	145,799

BOARD OF SUPERVISORS



Department Locator

County

Administration and Fiscal Services

▷ **Board of Supervisors**

Department Mission Statement

Protect and enhance community health, safety, welfare and natural resources

Program Results

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 five Board members are elected to four-year terms and are supported by a staff of seventeen. The Board exercises quasi-judicial authority and works with County departments, other local government agencies and citizens to achieve the outcomes identified through a shared visioning process.

The Board adopted nine Shared Vision 2025 community impact goals and community indicators in January 2013 after receiving employee and public input on future priorities. These goals and indicators provide a foundation for collaborative decision-making, aligning department and employee goals, prioritizing resources, and evaluating outcomes and impact. In FY 2013-15, the Board approved major initiatives that were funded by Measure A half-cent sales tax revenues. These include the Big Lift early learning collaborative, prevention and early intervention programs for at-risk youth, mental health services, facilities and technology upgrades, and parks, library and fire protection projects. Progress on Shared Vision goals and Measure A initiatives are tracked in SMC Performance, online dashboards that were built on the County's open data platform.

All FY 2013-15 Measure A initiatives are making progress or meeting performance goals. Of the community indicators being tracked to show progress toward Shared Vision goals, 65% are moving in the right direction. The biggest gaps are in improving housing affordability and closing education achievement gaps. Only 14% of households in San Mateo County can afford a median-priced home, and only 57% of students are reading proficiently by 3rd grade.

The Board set three goals to address income inequality and promote more broadly shared prosperity in the county. By 2020, the County will:

- End homelessness
- Ensure that all foster children graduate from high school or its equivalent and complete two years of college or vocational training; and
- Improve school reading scores so that 80% of 3rd graders are reading at grade level.

In addition to these goals, the Board is also studying issues of Affordable Housing and Minimum Wage. Any subsequent actions taken will only affect the unincorporated areas of the county. It will be important to include the cities among a broad cross-section of stakeholders in these discussions so that future policy actions can be undertaken jointly by the County and cities. Investments will continue for prevention and early intervention for youth, especially youth involved in the foster care system, mental health services, as well as The Big Lift and other initiatives to improve 3rd grade reading proficiency and high school graduation rates.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Shared Vision 2025 Community Impact Goals met or moving in the right direction	---	---	65%	80%	80%
Percent of Measure A performance goals met	---	100%	100%	100%	100%

Board of Supervisors (1100B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Miscellaneous Revenue		1,318					
Total Revenue		1,318					
Fund Balance	452,670	539,201	529,330	529,330		529,330	
TOTAL SOURCES	452,670	540,519	529,330	529,330		529,330	
REQUIREMENTS							
Salaries and Benefits	2,688,856	2,781,015	4,152,275	4,198,649	46,374	4,309,503	110,854
Services and Supplies	233,987	203,902	429,022	398,422	(30,600)	398,422	
Other Charges	188,208	226,548	258,700	294,266	35,566	298,322	4,056
Other Financing Uses		15,552	15,830	16,015	185	16,410	395
Gross Appropriations	3,111,051	3,227,017	4,855,827	4,907,352	51,525	5,022,657	115,305
Intrafund Transfers			(30,800)	(30,800)		(30,800)	
Net Appropriations	3,111,051	3,227,017	4,825,027	4,876,552	51,525	4,991,857	115,305
TOTAL REQUIREMENTS	3,111,051	3,227,017	4,825,027	4,876,552	51,525	4,991,857	115,305
NET COUNTY COST	2,658,381	2,686,498	4,295,697	4,347,222	51,525	4,462,527	115,305
AUTHORIZED POSITIONS							
Salary Resolution	20.0	20.0	22.0	22.0		22.0	
Funded FTE	20.0	20.0	22.0	22.0		22.0	

FY 2015-16 Budget Overview

TOTAL SOURCES

No changes.

TOTAL REQUIREMENTS

Total Requirements increased by 51,525 or 1% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$46,374 in this expenditure category due to negotiated salary and benefit changes.

Services and Supplies

There is a net decrease of \$30,600 in this expenditure category due to removing one-time expenditures for new computer equipment.

Other Charges

There is a net increase of \$35,566 in this expenditure category due mainly to increases in charges for ISD service charges.

Other Financing Uses

There is a net increase of \$185 in this expenditure category due to an increase in the 10% facility surcharge.

Contingencies/Departmental Reserves

Reserves are not maintained in this budget unit.

NET COUNTY COST

There is an increase of \$51,525 or 1% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

No changes.

TOTAL REQUIREMENTS

Total Requirements increased by \$115,305 or 2.6% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$110,854 in this expenditure category due to negotiated salary and benefits changes.

Other Charges

There is a net increase of \$4,056 in this expenditure category due mainly to increases in rental charges.

Contingencies/Departmental Reserves

No change. Reserves are not maintained in this budget unit.

NET COUNTY COST

There is an increase of \$115,305 or 2.6% in this Department's General Fund allocation.

Board of Supervisors (1100B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	20.0	20.0	22.0	22.0		22.0	
Funded FTE	20.0	20.0	22.0	22.0		22.0	
 Total Requirements	3,111,051	3,227,017	4,825,027	4,876,552	51,525	4,991,857	115,305
Total Sources	452,670	540,519	529,330	529,330		529,330	
Net County Cost	2,658,381	2,686,498	4,295,697	4,347,222	51,525	4,462,527	115,305

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases and merit increases; reduction on one-time expenditures in FY 2014-15; and increases in service charges.

Total Requirements	Total Sources	Net County Cost	Positions
51,525	0	51,525	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

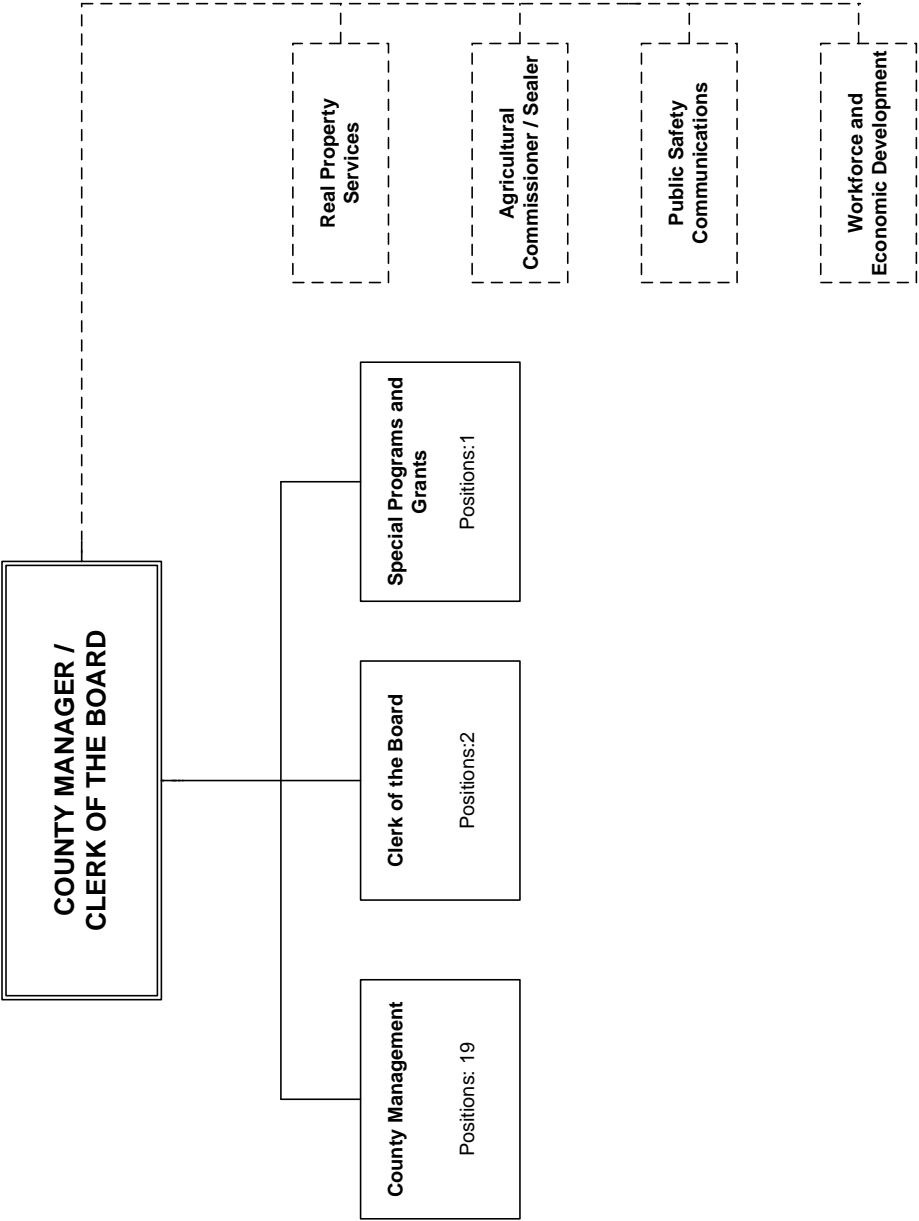
1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases, and increases in internal service charges, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
115,305	0	115,305	0

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COUNTY MANAGER / CLERK OF THE BOARD



Department Locator

County

Administration and Fiscal Services

▷ **County Manager's Office**

Mission Statement

The County Manager/Clerk of the Board leads San Mateo County's efforts to fulfill the Board of Supervisors' vision of a healthy, safe, livable, prosperous, environmentally conscious and collaborative community.

Overview

The County Manager/Clerk of the Board includes the following functions: County Management supports the Board to achieve its priorities; set strategic direction; prepares and recommends a balanced budget; monitors progress and improved performance; builds community capacity; ensures unincorporated area communities' access to services; supports sustainability initiatives; assists in the implementation of the Facilities Master Plan; promotes shared services with cities and within the county; advocates federal and state legislation; educates and engages the community; improves access to and simplicity of digital government; and manages grant funding opportunities. The Clerk of the Board prepares and publishes the Board agenda; ensures Board's legal requirements are met; and supports Board appointments to advisory boards and commissions. The Office of Sustainability explores and implements policies and programs that promote a sustainable future. Real Property negotiates lease agreements for County use and negotiates acquisition, use and sale of County-owned property.

The following are major accomplishments in FY 2013-15:

- Maintained the highest credit ratings from Moody's (Aaa) and Standard and Poor's (AAA)
- Conducted Civics 101 in Fall 2014, a 10-week program that provides participants an in-depth look at County programs, services and finances
- Coordinated Board study sessions, reports and events on affordable housing, homelessness, veterans, Community Choice Aggregation, County budget and Measure A priorities
- Conducted community outreach to implement the North Fair Oaks Community Plan, including the Middlefield Road Redesign
- Established the Office of Sustainability to centralize initiatives in response to climate change, drought, greenhouse gas emissions and air and water pollution
- Secured grant funding for Students With Amazing Goals (SWAG) and other initiatives to reduce truancy and recidivism among youth, and increase high school graduation rates
- Advocated the State to repay \$3.4 million in Triple Flip and Vehicle License Fee (VLF) shortfalls
- Prepared annual report for AB109 Realignment/Re-Entry Programs
- Increased County presence on social media channels to engage residents in problem-solving and priority-setting
- Created SMC Performance online dashboards on the County's Open Data platform to track Shared Vision goals and community indicators, Measure A initiatives, and Department performance goals
- Trained the first ten Lean Leaders from the County Manager's Office, Controller's Office, Human Resources and Planning and Building Department to facilitate process improvement projects in County departments
- Supported departments in the planning and implementation of Measure A initiatives, major facilities and technology projects including the Maple Street Correctional Center, Public Safety Communications/Office of Emergency Services Facility, Workday Payroll/Human Resources Information System, Criminal Justice Integration Project

Priorities for FY 2015-17 include:

- Working with departments and community partners to achieve the County's 2020 goals to:
- End homelessness
- Ensure all foster children graduate from high school or its equivalent and complete two years of college or vocational training; and
- Improve school reading scores so that 80% of 3rd graders are reading at grade level
- Continue to lead Countywide and cross-departmental initiatives that contribute to achieving the County's Shared Vision 2025 goals toward a healthy and safe, prosperous, livable, environmentally conscious and collaborative community FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased/decreased by \$1,235,000 or 67%% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$350,000 in this funding source due to Measure A funding allocated to the Students With Amazing Goals (SWAG) grant. This increase was partially offset by an increase in Services and Supplies for contracted services pursuant to the grant.

Intergovernmental Revenues

There is a net increase of \$885,000 in this funding source due to federal funding for the SWAG grant. This increase was partially offset by an increase in Services and Supplies for contracted services pursuant to the grant.

TOTAL REQUIREMENTS

Total Requirements increased/decreased by \$1,653,418 or 18% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$300,529 in this expenditure category due to negotiated salary and benefit increases and an increase in allocation for Fellow positions. This increase was partially offset by the addition of one Management Analyst III and one Communications Specialist.

Services and Supplies

There is a net increase of \$1,307,480 in this expenditure category due mainly to contracted services for the SWAG grant, and funding for additional grant writing services. This increase was partially offset by the corresponding funding in Measure A and federal grant funds.

Other Charges

There is a net decrease of \$4,591 in this expenditure category due to a decrease in motor vehicle charges.

Intrafund Transfers

There is a net decrease of \$50,000 in this expenditure category due to the reduction of one-time expenditures for the Village Project. This decrease was partially offset by the addition of Intrafund Transfer related to the SWAG grant.

NET COUNTY COST

There is an increase of \$418,418 or 5.3% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

No changes.

TOTAL REQUIREMENTS

Total Requirements increased by \$154,406 or 1.4% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$154,406 in this expenditure category due to increases in negotiated salaries and benefit costs.

NET COUNTY COST

There is an increase of \$154,406 or 1.9% in this Department's General Fund allocation.

Workforce and Economic Development (1280B)

Program Locator

County

Administration and Fiscal Services

County Manager's Office

▷ **Workforce and Economic Development**

Program Results

The Workforce Innovation and Opportunity Act (WIOA) replaced the Workforce Investment Act (WIA) on January 1, 2015. Regionalism is emphasized within WIOA. San Mateo County is situated in the middle of a regional labor market. Industry, occupation, and wage trends show that information technology, professional, scientific, and technical sectors are shared and will continue to lead the economic base of both San Mateo and Santa Clara Counties. On January 27, 2015, the San Mateo County Board of Supervisors approved to combine local workforce areas and join the North Valley Consortium (NOVA) operated by the City of Sunnyvale and signed a joint powers agreement. A shared approach with the NOVA consortium will more effectively target scarce resources to benefit job seekers and employers and ensure an innovative and viable workforce development system for San Mateo County residents. Specifically, joining the NOVA consortium will result in reduced administrative burdens, reduced costs, maximization of limited resources, and leveraged economies of scale to better align a workforce development system with regional employer needs. The California Workforce Investment Board and the California Employment Development Department are in the process of consideration and approval of the combined local workforce area and San Mateo County and NOVA expect that a full combination will be complete by September 30, 2015.

Workforce and Economic Development (1280P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	21.0	21.0	1.0	1.0		1.0	
Funded FTE	20.2	21.0	1.0	1.0		1.0	
 Total Requirements	 7,487,170	 5,597,138	 7,536,521	 7,432,593	 (103,928)	 7,432,593	
Total Sources	7,342,236	5,113,108	7,432,593	7,432,593		7,432,593	
Net County Cost	144,934	484,030	103,928		(103,928)		

County Management (1210P)

Program Locator

County

Administration and Fiscal Services

County Manager's Office

▷ **County Management / Intergovernmental and Public Affairs**

Program Outcome Statement

Increase customer satisfaction and achieve performance goals for County services.

Program Results

County Management provides leadership and direction to achieve the Board's and community's shared vision for a healthy and safe, livable, prosperous, environmentally conscious and collaborative community by the year 2025. Major responsibilities include overseeing the preparation and administration of the County budget and legislative program, as well as communications and civic engagement efforts; managing performance; leading multi-departmental and Countywide initiatives; and coordinating the activities of County departments. This unit oversees County Manager/Clerk of the Board functions and supports operating departments.

The County continues to maintain the highest credit ratings through its proactive fiscal management practices. Protecting local revenues and advocating for full reimbursement of mandated services continue to be legislative priorities, along with support toward integration of services, data sharing, funding flexibility and elimination of requirements to better coordinate services and care for vulnerable low-income county residents. Resources were added in FY2013-15 to expand use of social media and online interactive tools to open government, develop a cohesive identity for the County, lead messaging and media relations efforts and improve communications during emergencies. SMC Performance dashboards were implemented on the County's Open Data platform to track progress toward Shared Vision, Measure A and Department goals, and a Lean Leader cohort was trained to facilitate process improvement projects for County departments. The Office of Sustainability was created to centralize initiatives in response to climate change, drought, greenhouse gas emissions and air and water pollution.

The Department's priorities in the next two years will focus on the County's goals to end homelessness, ensure the success of foster youth, and improve 3rd grade reading proficiency. Preparation of a two-budget will continue so that there is time to review goals and accomplishments and prioritize resources toward performance improvement. In FY 2015-17 the Department will lead Lean process improvement projects and evaluations of programs based on management/supervisor self-reviews and risk-based prioritization. Measure A, SMC Saves and prior-year Lean initiatives will also be evaluated.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of customer survey respondents rating County services good or better	---	---		90%	90%
Percent of outcome, productivity and benchmarks meeting targets for all County programs	---	---	78%	80%	80%
Issuer credit rating from Moody's and Standard & Poor's	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA

County Management (1210P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	16.0	16.0	17.0	19.0	2.0	19.0	
Funded FTE	17.0	16.0	17.0	19.0	2.0	19.0	
 Total Requirements	4,036,452	4,202,650	6,122,472	6,736,368	613,896	6,880,059	143,691
Total Sources	940,893	398,406	747,971	747,971		747,971	
Net County Cost	3,095,559	3,804,244	5,374,501	5,988,397	613,896	6,132,088	143,691

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases, increases in health benefit costs; and increases in internal services charges, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
198,172	0	198,172	0

2. Communications Specialist

The County Manager's Office is adding one Communications Specialist to further the efforts on using social media to communicate the County's initiatives and performance, especially regarding the efforts of the new Office of Sustainability.

Total Requirements	Total Sources	Net County Cost	Positions
155,724	0	155,724	1

3. Grant Writing Services and Emergency Response Coordinators Training

The County Manager's Office is adding \$50,000 in County General Funds to increase grant writing capacity and \$10,000 to provide training the County's Emergency Response Coordinators.

Total Requirements	Total Sources	Net County Cost	Positions
60,000	0	60,000	0

4. Non-Profit Partners Programmatic/Sustainability Review Services

The County Manager's Office is adding \$100,000 in County General Funds to continue the newly created Non-Profit Partners Programmatic/Sustainability Review services to assist non-profits in establishing best practices of programmatic and financial management.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0

5. Fellows

The County Manager's Office is adding \$100,000 in County General Funds to hire Fellows to assist with major County initiatives such as performance management, program review, continuous process improvement, budget development and monitoring, affordable housing, and community services.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
415,724	0	415,724	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases, increases in health benefit costs; and increases in internal service charges, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
143,691	0	143,691	0

Clerk of the Board (1215P)

Program Locator

County

Administration and Fiscal Services

County Manager's Office

▷ Clerk of the Board

Program Outcome Statement

Provide timely service and access to public records to both the Board of Supervisors and to the public.

Program Results

The Clerk of the Board provides support to the Board of Supervisors by maintaining the official current and historical records of the Board of Supervisors and administers the process for appointments to the Board and Commissions. Additionally, the Clerk is responsible for responding to requests from the public by processing requested information and providing assistance to the assessment appeals process.

The Clerk of the Board implemented SIRE to automate the Board of Supervisors agenda process. In FY 2014-15, the Clerk of the Board has worked to streamline the agenda production process by conducting a process improvement event with the Center of Continuous Process Improvement. Through this process, the Clerk of the Board achieved the goal of publishing the Board of Supervisors agenda one day earlier so that Board members and their Aids had an additional day to review the agenda before the Board meetings.

The Assessment Appeals Board also completed a continuous process improvement event with the Assessor's Office, which revealed the need to better automate the entire appeals process. In addition, the Assessment Appeals Board now provides easily accessible information about the appeals process on line.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Supervisors satisfied with the Clerk of the Board services	100%	100%	100%	100%	100%
Percent of Board agenda items published online and on time	---	---	---	---	---

Clerk of the Board (1215P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	3.0	3.0	3.0	2.0	(1.0)	2.0	
Funded FTE	3.0	3.0	3.0	2.0	(1.0)	2.0	
 Total Requirements	639,055	876,489	1,056,492	921,905	(134,587)	932,620	10,715
Total Sources	183,825	136,492	80,250	80,250		80,250	
Net County Cost	455,230	739,997	976,242	841,655	(134,587)	852,370	10,715

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases health benefit costs and service charges; and the elimination of one position that was incorrectly budgeted in the Clerk of the Board, as it belonged to another Department.

Total Requirements	Total Sources	Net County Cost	Positions
(134,587)	0	(134,587)	(1)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases, increases in health benefit costs; and increases in internal service charges, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
10,715	0	10,715	0

Special Projects and Grants (1217P)

Program Locator

County

Administration and Fiscal Services

County Manager's Office

▷ **Special Projects and Grants**

Program Outcome Statement

The Special Programs and Grants unit of the County Manager's Office includes support for the County's Center for Continuous Process Improvement, the new Students With Amazing Goals grant and funds for special projects. County memberships and contributions are also included in this unit.

Program Results

While this budget unit includes a diverse set of activities, together the projects increase County productivity and responsiveness to citizen requests, and empower middle and high school age residents of East Palo Alto to stay in school.

This budget unit used to contain program costs and allocations related to the Office of Sustainability. Due to the sizable growth of the programs added to the Office of Sustainability for FY 2015-17, a new separate budget organization was created and cost and allocation for the Office of Sustainability was backed out of this unit.

Center for Continuous Process Improvement

The purpose of the Center for Continuous Process Improvement (CCPI) is to foster a countywide culture of continuous process improvement through a consistent and systematic approach to using LEAN/Six Sigma methodologies to maximize value, improve quality and eliminate sources of wasteful activities. This long-term strategic program aligns with mission critical activities at the County level and in Departments by improving services, reducing waste, and increasing overall satisfaction for residents, customers, clients and employees.

In FY 2014-15 CCPI worked with a consultant to successfully complete four continuous process improvement events within County departments. In order to build a culture of continuous process improvement throughout the County, CCPI is training a cohort of 10 County staff in the fundamentals of LEAN/Six Sigma who will lead five process improvements projects in FY 2015-16.

Students With Amazing Goals

The Students With Amazing Goals (SWAG) is a grant funded program that provides comprehensive case management, mentoring, life skills, physical health, leadership and other services targeted to middle and high school-aged people who reside in East Palo Alto. The goal is to assure that people who are credit-deficient, in or on their way towards juvenile hall or on the verge of dropping out of school have a culturally relevant academically rigorous and pro-social support to stay in school. The goal of the program includes reducing truancy rates among program participants on probation by 75%; reducing the truancy rate of among the same aged non-probation at-risk youth by 50%; a 50% rate of high school graduation among fifth year seniors; and a 75% program completion rate for all program participants.

Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number and percent of CCPI events resulting in increased productivity and/or reduced processing time after one year of implementation*	---	---	---	---	---
Percent reduction of truancy rates of SWAG program participants on probation**	---	---	---	---	---
Percent reduction of truancy rates of SWAG program participants not on probation**	---	---	---	---	---

Special Projects and Grants (1217P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	1.0	2.0		1.0	1.0	1.0	
Funded FTE	1.0	2.0		1.0	1.0	1.0	
 Total Requirements	2,255,659	1,134,949	1,995,855	3,169,964	1,174,109	3,169,964	
Total Sources	1,139,469	184,119	1,004,653	2,239,653	1,235,000	2,239,653	
Net County Cost	1,116,189	950,830	991,202	930,311	(60,891)	930,311	

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; increases in health benefit costs; increases in internal service charges, including County facility rent and Core IT; deleting funding for two agile positions that were transferred to the Office of Sustainability's new budget; and adjusting expenditures for CCPI.

Total Requirements	Total Sources	Net County Cost	Positions
(81,835)	0	(81,835)	0

2. SWAG Grant

The SWAG grant includes \$350,000 in Measure A funding, \$885,000 in federal grant funds, the addition of one Management Analyst III position, \$1,035,480 in expenditures related to the SWAG program services, including contracted services and funding for a Deputy Probation Officer in the Probation Department.

Total Requirements	Total Sources	Net County Cost	Positions
1,245,944	1,235,000	10,944	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,164,109	1,235,000	(70,891)	1

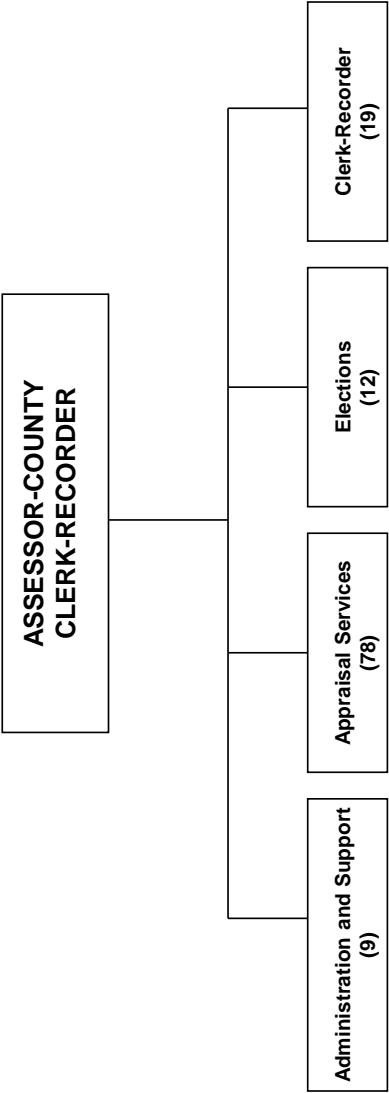
FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

No changes.

Assessor-County Clerk-Recorder



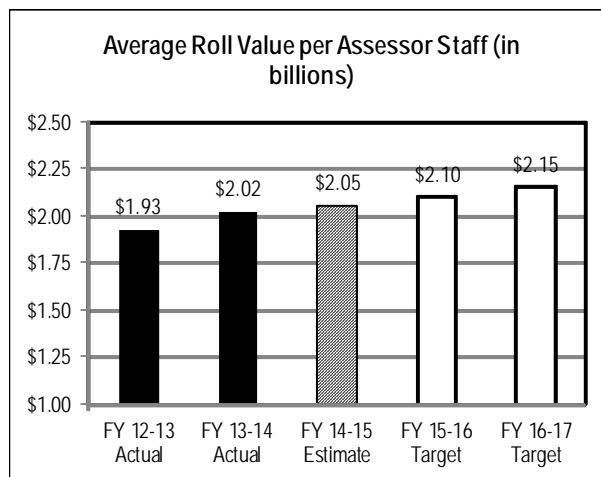
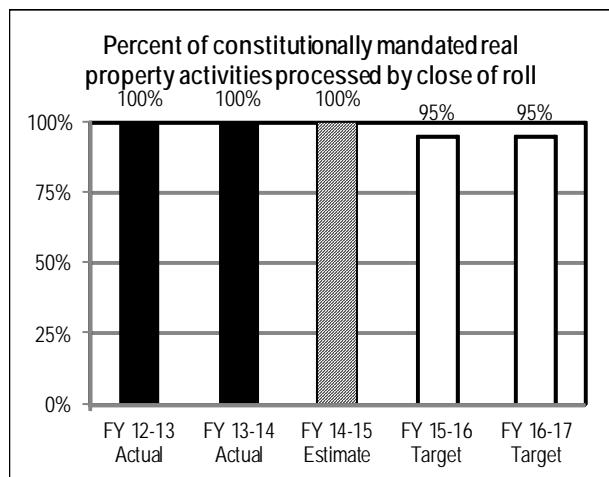
Department Locator

County

Administration and Fiscal Services

➤ Assessor-County Clerk-Recorder

Key Performance Measures



Mission Statement

The mission of the Assessor-County Clerk-Recorder Elections is to ensure equitable service and treatment of County property owners by accurate and fair valuation of land, improvements and businesses; register County citizens to vote and efficiently conduct transparent elections; to preserve and protect our historical and cultural records and create an accurate public record of recorded transactions relating to people and property within San Mateo County.

Overview

The Appraisal Services Division produces equitable, timely and accurate tax roll assessments of real and personal property that generate property tax revenues which fund the delivery of essential community services. Staff defends the County's valuations before the Assessment Appeals Board and the Courts. The Assessor Roll Tracker provides real-time roll data for Land and Improvement roll changes that benefits local government in managing revenue changes and impacts of appeals, open activities and supplemental changes.

The Registration and Elections Division serves as a resource for voting and registration information and promotes civic involvement in the election process by registering eligible voters and conducting transparent and accurate local, state and federal elections.

The Clerk-Recorder Division creates, maintains, preserves and provides access to public records (e.g., birth, death and marriage certificates), processes marriage licenses and fictitious business names, records documents of private property ownership and collects the transfer taxes when properties change ownership, and provides customer service to the general public, government agencies and the private sector. The Clerk-Recorder serves as the filing officer for, among other filings, Conflict of Interest Code and Loyalty Oaths.

The Administration and Support Division provides the Assessor, County Clerk-Recorder and Elections with administrative, fiscal and technological support as well as communications and legislative leadership.

Accomplishments

The Appraisal Services Division produced a \$164.85 billion local property assessment roll on schedule in FY 2013-14. With the help of five added Appraiser IIs since 2013, this division has significantly reduced the backlog of assessment appeal cases and now more timely processes decline in value requests. In FY 2014-15, 100% of all scheduled appeals were resolved. This division initiated the replacement of EZ Access with a new assessment property tax system (ATS). Working collaboratively with the Controller, Tax Collector and Information Services Department, Gartner Consulting was selected to assist with this project. The first phase of the project, which entailed the analysis and documentation of the "as is" and "to be" systems. The project is currently in the middle of Phase 2, where "use cases" will be identified and documented for use in selecting a new system.

The Elections Division successfully completed the Statewide General Election in FY 2014-15. This division initiated an intensive outreach and educational program to inform and educate the public.

The County Clerk-Recorder has completed the final phase (1980 to 1995) of the mandated Social Security Number Truncation Program, in which microfilm images of recorded documents were converted to digital images with partially-redacted social security numbers. The County is now in full statutory compliance.

The Administrative Services and Support Program guided the office through an extensive effort to develop the Assessor County-Clerk Recorder and Elections (ACRE) Strategic Plan 2020. This document will be used to guide the Department's projects and operations over the next five years.

Challenges/Initiatives/Trends

The tremendous increase in new commercial developments over the next two years will generate a corresponding workload increase for the Appraisal Services Division. Additional resources are needed to meet the Assessor's constitutional and statutory mandates during this cyclical surge. The Appraisal Services Division has seen aggressive, sophisticated and significant appeals and litigation which will continue to increase in areas such as aircraft legislation, real property, commercial and business tax valuations. This division plans to institute a pilot program for the electronic submittal of building plans in conjunction with building departments in order to lessen some of the burden and staff time to obtain records and plans. In the next few years of the ATS project, we will undertake the monumental tasks of "data cleanup" and conversion of historical data into the ATS system.

The Registration and Elections Division will conduct the first All-Mail Ballot Election under the provisions of AB2028. San Mateo County and Yolo County are participating as AB2028 pilots. A comprehensive report to the Legislature and Secretary of State on the potential statewide effects of AB2028 will be produced. San Mateo County currently has a manual campaign finance filing system that is time consuming, labor intensive, costly and inefficient. The Department plans to move to an electronic campaign filing system will improve efficiency, increased transparency, ensure precision and reduce costs.

In FY 2015-16, the Clerk-Recorder Division will complete the pilot project for the preservation of historical records dating back to 1846. This division will convert paper vital records from 1846 to 1965 into digital records and microfilm. The division will also convert paper land records and other legal instruments from 1846 to 1979 into digital records. Both of these conversion projects are expected to last three years.

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

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	28,766	10,833	21,000	25,000	4,000		(25,000)
Charges for Services	10,723,240	10,073,321	9,003,485	11,740,497	2,737,012	9,612,677	(2,127,820)
Miscellaneous Revenue	54,419	47,333	17,000	17,000		17,000	
Total Revenue	10,806,426	10,131,487	9,041,485	11,782,497	2,741,012	9,629,677	(2,152,820)
Fund Balance	2,188,293	2,789,451	2,492,326	2,677,683	185,357	1,657,146	(1,020,537)
TOTAL SOURCES	12,994,719	12,920,938	11,533,811	14,460,180	2,926,369	11,286,823	(3,173,357)
REQUIREMENTS							
Salaries and Benefits	13,949,938	14,982,199	17,033,003	18,943,462	1,910,459	18,508,804	(434,658)
Services and Supplies	3,898,403	4,270,643	5,233,097	7,399,366	2,166,269	6,023,890	(1,375,476)
Other Charges	1,989,067	989,664	1,058,331	1,314,630	256,299	1,344,981	30,351
Fixed Assets	264,272	370,269	37,000	430,000	393,000	200,000	(230,000)
Other Financing Uses		660,473	661,381	523,986	(137,395)	530,370	6,384
Gross Appropriations	20,101,680	21,273,248	24,022,812	28,611,444	4,588,632	26,608,045	(2,003,399)
Intrafund Transfers	(2,328,455)	(1,918,572)	(2,979,000)	(3,619,000)	(640,000)	(4,356,000)	(737,000)
Net Appropriations	17,773,225	19,354,677	21,043,812	24,992,444	3,948,632	22,252,045	(2,740,399)
Contingencies/Dept Reserves	1,469,325	970,483	476,277	500,000	23,723	500,000	
TOTAL REQUIREMENTS	19,242,550	20,325,160	21,520,089	25,492,444	3,972,355	22,752,045	(2,740,399)
NET COUNTY COST	6,247,831	7,404,222	9,986,278	11,032,264	1,045,986	11,465,222	432,958
AUTHORIZED POSITIONS							
Salary Resolution	117.0	117.0	117.0	118.0	1.0	118.0	
Funded FTE	114.4	116.9	116.9	117.5	0.6	117.5	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$2,926,369 or 25% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$4,000 in this funding source due to increases in federal grant and election postage reimbursement from the State.

Charges for Services

There is a net increase of \$2,737,012 in this funding source primarily due to an increase of \$1,963,560 in election services provided to other agencies; an increase of \$139,019 in Property Tax Administration Fees, an increase of \$823,194 in Supplemental Tax Administrative Fees, an increase of \$81,000 for Tax Assessment Documents and Vital Records, and an increase of \$996,000 in Micrographic Conversion Fees. These increases were partially offset by a decrease of \$1,235,758 in Document Recording Fees and a decrease of \$30,003 in other revenues.

Fund Balance

There is a net increase of \$185,357 in this funding source primarily due to more than anticipated salaries and benefits savings from vacancies in permanent positions.

TOTAL REQUIREMENTS

Total Requirements increased by \$3,972,355 or 18% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,910,459 in this expenditure category primarily due to an increase of \$890,000 in extra help and overtime costs for two major elections, an increase of \$67,522 for one new Drafting Technician II to assist with the Geographical Information System (GIS) and mapping improvements in the Appraisal Services Division; an increase of \$600,000 for Appraisal staffing costs to address the cyclical surge in new commercial developments; and an increase of \$352,937 for salary cost adjustments.

Services and Supplies

There is a net increase of \$2,166,269 in this expenditure category primarily due to increases of \$1,050,000 for GIS and mapping improvements, an increase of \$674,000 for election services for two scheduled elections, and \$450,000 for facilities improvements.

Other Charges

There is a net increase of \$256,299 in this expenditure category primarily due to facility rental and automation charges.

Fixed Assets

There is a net increase of \$393,000 primarily due to one-time purchases of the Redwood City Telephone System and three Microfilm/Microfiche Readers.

Other Financing Uses

There is a net decrease of \$137,395 in this expenditure category primarily due to adjustments in debt service and facility rental charges.

Intrafund Transfers

There is a net increase of \$640,000 in this expenditure category due to the elimination of \$2,979,000 from the General Fund for the Statewide General Election in FY 2014-15, a reimbursement of \$2,569,000 from the General Fund for the

Consolidated Municipal, School and Special District Election and Presidential Primary Election in FY 2015-16 and a reimbursement of \$1,050,000 from the General Fund for the GIS project.

NET COUNTY COST

There is a net increase of \$1,045,986 or 10% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$3,173,357 or 22% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$25,000 in this funding source due to the removal of miscellaneous State reimbursements and subsidies.

Charges for Services

There is a net decrease of \$2,127,820 in this funding source primarily due to the removal of a \$1,974,000 election services reimbursement for FY 2015-16 and adjustments in transfers from the Micrographic Trust Fund for one-time projects completed in FY 2015-16.

Fund Balance

There is a net decrease of \$1,020,537 in this funding source primarily due to the completion of the following major projects in FY 2015-16: \$450,000 for facilities improvements, \$400,000 for the telephone system replacement, and \$175,000 for website redesign and rebranding services.

TOTAL REQUIREMENTS

Total Requirements decreased by \$2,740,399 or 11% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$434,658 in this expenditure category due to a decrease in funding for Appraisal and Administrative staff.

Services and Supplies

There is a net decrease of \$1,375,476 in this expenditure category primarily due to a decrease of \$592,000 for election expenses, a decrease of \$450,000 for a one-time facilities improvements completed in FY 2015-16, and a decrease of \$400,000 for the one-time purchase of the Redwood City Telephone System in FY 2015-16.

Other Charges

There is a net increase of \$30,351 in this expenditure category primarily due to an increase in telephone services charges, automation charges, facility rental, mileage charges, general liability insurance, security services, HR services and miscellaneous charges.

Fixed Assets

There is a net decrease of \$230,000 due to the elimination of one time purchases.

Other Financing Uses

There is a net increase of \$6,384 in this expenditure category due to increases in debt service and facility rental charges.

Intrafund Transfers

There is a net increase of \$737,000 in this expenditure category due to the elimination of a \$2,569,000 reimbursement from the General Fund for two elections in FY 2015-16; a \$3,206,000 reimbursement from the General Fund for the Presidential General election in FY 2016-17; and an increase of \$100,000 for the evaluation of a replacement voting system.

NET COUNTY COST

There is an increase of \$432,956 or 4% in this Department's General Fund allocation.

Appraisal Services (1310P)

Program Locator

County

Administration and Fiscal Services

Assessor-County Clerk-Recorder

▷ Appraisal Services

Program Outcome Statement

Produce equitable, timely and accurate property tax assessment rolls

Program Results

Annually, the Appraisal Services Division values and enrolls all tangible property, including residential, commercial, agricultural and business personal property interests. The property tax generated by this activity is an essential revenue source for local government. The program preserves taxable value by defending property owner challenges to the Assessor's opinion of value before the Assessment Appeals Board and the courts. In FY 2013-14, staff processed 34,611 transfer, sale, new construction and remodel events that occurred when properties changed ownership, were newly constructed or altered by a remodel, and reviewed 29,000 properties for declines in value. Staff also audited 231 major businesses for declaration compliance and reviewed 17,000 annual business property declarations to accurately enroll business property asset acquisitions and disposals. Tax relief was provided to 51 property owners whose property was damaged or destroyed due to disaster. Additionally, the program provided 1,424 exemptions to welfare and religious organizations with an assessed value of \$3.53 billion and 125,409 homeowners' tax exemptions.

Staff resolved 2,525 property assessment appeals in FY 2013-14, which is approximately 58% of the total outstanding appeals this year. These figures represent a sizeable workload and tax base at risk. Resolving these appeals helped preserve the tax base. The establishment of the Assessment Standards team provided the needed resources to reduce the deficit of annual required continuing education hours by increasing the courses and training offered to the Assessor's staff. The Standards team also administered training for new hires and cross-training for the existing staff in accordance with the Division's succession plan. The Standards team and numerous other Assessor staff actively participated and provided crucial input in the Assessment Property Tax System (ATS) project.

FY 2015-17 Priorities include:

- New Commercial Development Activities: Efficiently administer the increased workload of complex appraisal functions generated by new countywide commercial development activities;
- Comprehensive Classification and Compensation Plan for Senior and Professional level appraisal classifications: Development of a Comprehensive Classification and Compensation Plan for Senior and Professional level appraisal classifications to address structural recruitment and retention challenges of experienced appraisal services staff ;
- Geographical Information Services (GIS): Implement a new Geographical Information System that will improve cadastral data, technology and customer support services;
- Resolution of Assessment Appeals backlog.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of Decline in Value Reviews	33,090	28,576	21,500	17,000	13,500
Assessment Appeal Backlog	3,010	1,843	1,000	500	0
Average Roll Value per Assessor staff	\$1.93 billion	\$2.02 billion	\$2.05 billion	\$2.10 billion	\$2.15 billion
Benchmark	----- \$1.17 billion	----- \$1.50 billion	----- -	----- -	----- -

Appraisal Services (1310P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	77.0	77.0	77.0	78.0	1.0	78.0	
Funded FTE	74.4	76.9	76.9	77.5	0.6	77.5	
 Total Requirements	11,898,551	12,040,854	12,896,275	13,647,897	751,622	13,747,412	99,515
Total Sources	6,461,386	7,907,195	5,700,113	6,848,683	1,148,570	5,828,146	(1,020,537)
Net County Cost	5,437,164	4,133,660	7,196,162	6,799,214	(396,948)	7,919,266	1,120,052

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; elimination of one-time expenditures for facility improvements and Assessment System request for proposals.

Total Requirements	Total Sources	Net County Cost	Positions
(14,623)	963,213	(977,836)	0

2. FileNet/SoftTech system:

The IBM FileNet system needs to be upgraded to support the following applications: MSDOC, MS photos, and AIRS. This programming expansion will provide the Appraisers a single point to find all documents related to the APN or account number.

Total Requirements	Total Sources	Net County Cost	Positions
75,000	0	75,000	0

3. Geographical Information System (GIS) / Mapping

The Administration and Support team is working with the Assessor's GIS/Mapping team and the Sidwell Company to evaluate the Assessor's GIS/mapping workflow and recommend ways to improve and modernize the process and software tools being utilized. Sidwell will clean up, expand and migrate data in the current GIS Database to the latest Esri ArcGIS geospatial model. This includes the addition of one FTE Drafting Technician II to work on GIS and mapping projects.

Total Requirements	Total Sources	Net County Cost	Positions
1,117,522	0	1,117,522	0
(1,117,522)	0	(1,117,522)	0

4. New Commercial Developments

Funding for staffing and contract services has been added to perform the additional work arising from the rapid growth in new commercial developments over the next two years.

Total Requirements	Total Sources	Net County Cost	Positions
600,000	0	600,000	0

5. Increases of Fund Balance and Reserves

Increases of one-time Fund Balance and Reserves to meet 2% minimum requirement.

Total Requirements	Total Sources	Net County Cost	Positions
23,723	185,357	(161,634)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
751,622	1,148,570	(396,948)	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
42,611	0	42,611	0

2. Salary and Benefits Adjustment

Budget adjustments have been made to reflect full year funding for one Drafting Technician II added for the GIS and mapping project, inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
56,904	0	56,904	0

3. Reduction in Fund Balance

Elimination of one-time Fund Balance due to completion of one-time projects, including facilities improvements, Redwood City telephone system replacement and website design services.

Total Requirements	Total Sources	Net County Cost	Positions
0	(1,020,537)	1,020,537	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
99,515	(1,020,537)	1,120,052	0

Administration and Support (1320P)

Program Locator

County

Administration and Fiscal Services

Assessor- County Clerk- Recorder

▷ Administration and Support

Program Outcome Statement

Maintain the Department's high quality technical and fiscal operations.

Program Results

The Administration and Support Division provides the Assessor, County Clerk-Recorder and Elections Divisions with administrative, fiscal and technological support as well as communications and legislative leadership. This Division serves as the County's filing officer for Loyalty Oaths and approximately 1,500 Conflict of Interest- Form 700s. The Program will process approximately \$17 million of Documentary Transfer Tax distributions to 20 cities and the County in FY 2014-15.

The technical requirements and complexities of the Department's four very diverse functions require significant administrative oversight. The Department's reorganization helped management succeed in these challenges as the office has completed an extensive effort to develop the Assessor County-Clerk Recorder and Elections Strategic Plan 2020. This 143 page document, produced in collaboration with the Balanced Scorecard Institute (BSI), will be used to guide our projects and operations over the next five years in significant areas such as the Assessment Property Tax System (ATS), Geographical Information Systems (GIS), staffing and recruitment plans, Assessor website re-design, Historical Preservation of Documents, implementing specialized software, AB2028 All Mail Ballot, and employee engagement. Numerous department policies and procedures will also continue to be updated. Staffing reductions in key areas have resulted in critical functions having limited or no staff backup, especially in the technological areas. A critical part of the solution to strengthen the IT organization and mitigate the future risk will require staffing change and extensive documentation of procedures. It is expected that the current electronic voting system will reach its end of life cycle in 2017 and a new voting system will need to be identified for purchase. The Assessor will host the 2015 California State Assessor's Association Annual Conference in the fall of 2015.

FY 2015-17 Priorities Include:

- Assessor County Clerk Recorder and Elections (ACRE) Strategic Plan 2020, "People First": Administer and Implement our ACRE Strategic Plan 2020. "People First" is the fundamental principle and foundation of our ACRE Strategic Plan 2020. Over 38 strategic initiatives improving customer service, employee engagement, technology, recruitment, staffing, retention and innovation have been identified as departmental priorities during this budget cycle and beyond;
- Assessment Property Tax System (ATS) - Prepare Request for Proposal (RFP) and evaluate potential vendors for a new Assessment Property Tax System;
- Assessor-County Clerk- Recorder "VOIP" Telephone System - Design and implementation of a new Voice Over Internet Protocol (VOIP) Telephone System to replace an aging and outdated telephone system in the Assessor-County Clerk- Recorder Redwood City facility;
- Workspace Improvements for Tower Road and 555 County Center - workspace modifications to improve the efficiency and layout of existing work areas and common spaces.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of information technology customer service respondents rating services good or better	100%	100%	90%	90%	90%
Amount of Property Transfer Tax Collected for taxing agencies	\$11,135,081	\$14,268,269	\$17,000,000	\$17,000,000	\$17,000,000
Cost Per Capita Benchmark	\$27.21 -	\$28.46 \$32.63	\$31.49 -	\$39.64 -	\$39.64 -

Administration and Support (1320P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	8.0	9.0	9.0	9.0		9.0	
Funded FTE	7.8	9.0	9.0	9.0		9.0	
 Total Requirements	 1,217,638	 1,497,239	 1,668,702	 2,340,285	 671,583	 1,772,501	 (567,784)
Total Sources	5		230,772	157,058	(73,714)	162,418	5,360
Net County Cost	1,217,633	1,497,239	1,437,930	2,183,227	745,297	1,610,083	(573,144)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and a decrease in transfer of trust fund funding.

Total Requirements	Total Sources	Net County Cost	Positions
271,583	(73,714)	345,297	0

2. Assessor's Division Telephone System

The Assessment Services Division will replace its 16-year old telephone system. The new system will have flexible matrix capabilities and better management tracking and reporting ability. It will provide Voice-Over-Internet-Protocol

(VOIP) capabilities, support call center features such as language skill set and division skill set routing, leverage components of the new Elections Division Contact Center system and improve customer call handling.

Total Requirements	Total Sources	Net County Cost	Positions
400,000	0	400,000	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
671,583	(73,714)	745,297	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; decrease in Extra Help for administration support; increase in document recording fees; and the elimination of one-time expenditures for website improvement and telephone system equipment.

Total Requirements	Total Sources	Net County Cost	Positions
(567,784)	5,360	(573,144)	0

Elections (1330P)

Program Locator

County

Administration and Fiscal Services

Assessor- County Clerk- Recorder

▷ Elections

Program Outcome Statement

Register voters and conduct fair and accurate elections

Program Results

Elections met the goal of 73% of eligible voters registered to vote in San Mateo County in FY 2014-15. The 2014 Statewide Gubernatorial Elections did not generate much public interest primarily due to a popular sitting governor running for his fourth term, high profiled candidates with little opposition, and a lack of controversial state propositions. These factors most likely contributed to low registration numbers.

To increase voter registration, a new expanded Voter Outreach and Education Program will be put in place. The formation of a Voting Accessibility Advisory Committee to inform and enhance services to the disabled and elderly will further engage our voting communities. Additional outreach efforts in conjunction with the planned use of all-mailed ballots to conduct the November 2015 countywide local election permitted by AB 2028 is expected to increase voter participation. The percentage of registered voters who voted in the November 2014 Statewide General Election in San Mateo County, and the state, fell to a historic low of 46.3%. The same factors contributing to lower voter registration rates also impacted voter participation in the prior year. Voter participation is expected to increase significantly with the aggressive outreach efforts as mentioned above during the scheduled Primary and Presidential elections in FY 2015-16 and FY 2016-17. San Mateo County's cost of election per registered voter continues to exceed the target and remain below the benchmark compared to the nine Bay Area counties. The cost of election per registered voter for the November 2014 General Election was \$7.55. This was less than the benchmark for the other eight Bay Area counties of \$8.92.

FY 2015-17 Priorities Include:

- AB2028 All Mail Ballot Pilot Project, November 2015 and November 2017 UDEL Elections;
- June 2016 Presidential Primary and November 2016 Presidential Elections;
- Expanded Voter Outreach and Education Program;
- Enhanced Web Presence;
- Evaluation and analysis to Replace Current Voting System in 2018/19.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of eligible voters registered to vote	75%	72%	73%	74%	76%
Percent of registered voters who voted in the last election	79.8%	27.5%	46.3%	38%	79%
Cost of election per registered voter	\$8.79	\$6.76	\$7.55	\$7.37	\$9.86
Registered Voter Benchmark	\$12.28	\$16.33	\$8.92	-	-

Elections (1330P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	12.0	12.0	12.0	12.0		12.0	
Funded FTE	12.0	12.0	12.0	12.0		12.0	
Total Requirements	2,403,520	3,717,038	3,045,219	5,203,695	2,158,476	2,937,742	(2,265,953)
Total Sources	1,482,115	1,849,373	530,440	2,498,000	1,967,560	499,000	(1,999,000)
Net County Cost	921,405	1,867,665	2,514,779	2,705,695	190,916	2,438,742	(266,953)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and elimination of FY 2014-15 election related reimbursement and expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
(215,524)	(6,440)	(209,084)	0

2. Election Costs for Statewide (Presidential) Primary Scheduled Election

The 2016 Statewide (Presidential) Primary election will occur in June 2016. The cost for this election will be reimbursed from the General Fund via an intrafund transfer.

Total Requirements	Total Sources	Net County Cost	Positions
2,569,000	0	0	0
(2,569,000)	0	0	0

3. Election Costs UDEL Scheduled Election

The Uniform District Election Law for consolidated municipal, school and special district elections (UDEL) election is fully funded by the cities and districts.

Total Requirements	Total Sources	Net County Cost	Positions
1,974,000	1,974,000	0	0

4. AB 2028 All-Mailed Ballot Program

San Mateo County was selected as the first urban county to participate in the AB 2028 All-Mailed Ballot Pilot Project. An intensive outreach and educational program has been initiated to inform and educate the public and our local jurisdictions on the pilot program, the requirements of AB 2028, and the potential benefits of All-Mail Balloted Elections. The outreach and education program is to continue into FY 2015-16. Pending the participating of all jurisdictions in the county, our first AB 2028 All-Mail Ballot Election will be held on November 3, 2015. A consultant is to be hired to draft a comprehensive report to the Legislature and the Secretary of State required by AB 2028 at the completion of the election.

Total Requirements	Total Sources	Net County Cost	Positions
200,000	0	200,000	0

5. Tower Road Facilities Improvements

The Elections Division is housed in the Tower Road facility. Improvements to this facility will be made to add partition walls, conference rooms, work areas, and enclosed office space.

Total Requirements	Total Sources	Net County Cost	Positions
200,000	0	200,000	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
2,158,476	1,967,560	190,916	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and elimination of one-time expenditures and reimbursements for the FY 2015-16 UDEL election.

Total Requirements	Total Sources	Net County Cost	Positions
(2,265,953)	(1,999,000)	(266,953)	0

2. Scheduled Election:

There is one major election scheduled for FY 2014-15. The Gubernatorial General Election will be reimbursed from the General Fund, which offsets election costs for Extra-Help positions and election related expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
3,206,000	0	0	0
(3,206,000)	0	0	0

3. Evaluation for the Replacement of Current Voting System

The current electronic voting system will soon reach its end-of-life cycle. We anticipate replacing the system in the later part of FY 2018-19. To prepare for a final recommendation of a new voting system that will best serve the voters of San Mateo County in the next decade and beyond, a comprehensive analysis of available and future voting systems, community input, and the collaboration of stake holders will transpire in FY 2016-17.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	0	0
(100,000)	0	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(2,265,953)	(1,999,000)	(266,953)	0

County Clerk-Recorder (1340P)

Program Locator

County

Administration and Fiscal Services

Assessor- County Clerk- Recorder

▷ **County Clerk- Recorder**

Program Outcome Statement

Record property transactions, issue official certificates/licenses, preserve records

Program Results

The County Clerk-Recorder Division provides direct services to the public, including recording and maintaining real property transactions, issuing vital records (e.g., birth, death and marriage certificates), performing wedding ceremonies, and filing fictitious business name statements as well as other professional registrations. On a daily basis, staff receives 250-300 telephone calls, serves 100-150 walk-in customers, records approximately 500 land-transaction documents and issues approximately 100 certified copies of vital records. Staff has been cross-trained in order to ensure proper coverage at each counter. The office offers public workstations and easy access to searchable databases. The County Clerk-Recorder is the official guardian of certain historical records for the county dating back to 1846, including maps, land transaction books containing all grantor and grantee names, and microfilm of all recorded documents. In the next two years, it will commence the monumental task of preserving the oldest and most fragile historical records.

Calendar year 2014 experienced a 32% decline in overall recording of land records and all other related legal instruments, which is primarily attributable to a drop in mortgage refinancing and low home inventory while prices continue to rise. While this reduced the number of recorded documents per Recorder staff member, staff was able to devote the time to eliminate the backlogs in examining and recording documents and in indexing and verification for all recorded documents. The percent of documents recorded electronically declined in 2014 because system design flaws prevented us from accepting new eRecordings in FY 2014-15. These will be corrected in FY 2015-16. Now that the State mandated portion of the Social Security Number Truncation Program has been completed (1980 – present). The division will focus on the truncation and digitization of additional vital and land records from 1846 to 1979. Documentary Transfer Tax (DTT) revenue has consistently increased in the last four years. Projected FY 2014-15 revenue is approximately \$17 million, a 19% increase over the previous year.

FY 2015-17 Priorities Include:

- Digital Document Conversion - Archive, index and digitally convert documents dating back to 1846;
- Historical Preservation of Documents - Restore, repair and preserve the physical integrity of paper documents relating to land transactions, vital records and legal instruments dating back to 1846;
- VM WARE Disk Storage Equipment - Replace and increase disk storage equipment and capacity of the division's records.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of Documents Recorded Electronically	20%	27%	21%	25%	30%
Percent of Surveys Rating Good or Better	90%	91%	90%	91%	92%
Number of Recorder Documents per Recorder Staff Member	29,166	29,509	19,000	20,000	21,000
Benchmark	21,972	22,557	15,693	-	-

County Clerk-Recorder (1340P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	20.0	19.0	19.0	19.0		19.0	
Funded FTE	20.2	19.0	19.0	19.0		19.0	
Total Requirements	3,722,842	3,070,029	3,909,893	4,300,567	390,674	4,294,390	(6,177)
Total Sources	5,051,212	3,164,370	5,072,486	4,956,439	(116,047)	4,797,259	(159,180)
Net County Cost	(1,328,370)	(94,341)	(1,162,593)	(655,872)	506,721	(502,869)	153,003

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; elimination of one-time expenditures for systems enhancements and upgrades; and decrease in document recording fees.

Total Requirements	Total Sources	Net County Cost	Positions
(605,326)	(1,112,047)	506,721	0

2. Digital Document Conversion

The Recorder Division's off-site archive of original paper records (land transactions, vital records and other legal instruments) dates back to 1846 and deteriorates with age. Access is cumbersome and time-consuming. The division

will digitally scan the records into image files and index them for easier public access. The cost of this three-year conversion project will be funded by the Modernization Trust Fund and the Micrographics Trust Fund.

Total Requirements	Total Sources	Net County Cost	Positions
466,000	325,000	0	0

3. Facilities Improvements

Facilities improvements will be made to reconfigure staff work space and public areas in the County Clerk-Recorder Office on the first floor of the 555 County Center building. Eight to ten staff will be relocated from the third floor to the first floor to consolidate operations and improve efficiencies. This project will be funded by the Modernization Trust Fund.

Total Requirements	Total Sources	Net County Cost	Positions
250,000	250,000	0	0

4. Historical Preservation of Documents

The Recorder's archive of original maps, vital records, land records and other recorded legal instruments dates back to 1846. This project will restore, repair and preserve the physical integrity of these records. This decades-long project will be funded from the Micrographic Trust Fund.

Total Requirements	Total Sources	Net County Cost	Positions
200,000	200,000	0	0

5. Cashiering, Filing and Recording Report Enhancements

Improvements will be made to Southtech's Cornerstone application to enhance the business intelligence functions for Cashiering, Filing and Recording reports. This project will be funded by the Modernization Trust Fund.

Total Requirements	Total Sources	Net County Cost	Positions
80,000	80,000	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
390,674	(116,047)	506,721	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including

County facility rent and Core IT; and elimination of one-time expenditures for Cashiering, Filing and Recording Report Enhancements and facilities improvements.

Total Requirements	Total Sources	Net County Cost	Positions
(206,177)	(339,180)	133,003	0

2. VMWARE Storage

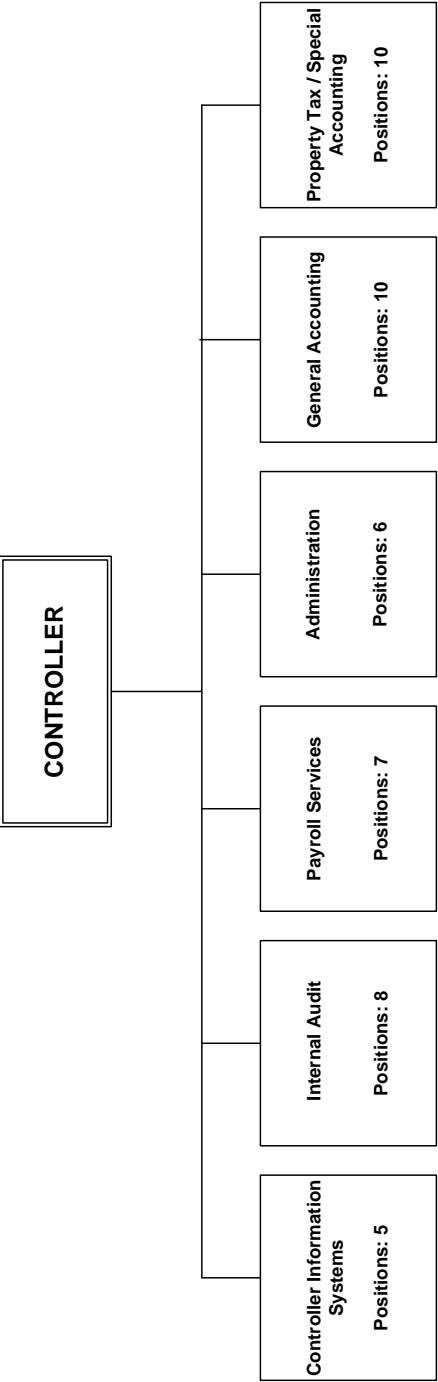
The division's disk storage equipment will be out of warranty in 2017. The disk storage equipment will be replaced and capacity increased to meet future needs. This project will be funded by the MicrographicTrust Fund and an increase in Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
200,000	180,000	20,000	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(6,177)	(159,180)	153,003	0

CONTROLLER'S OFFICE



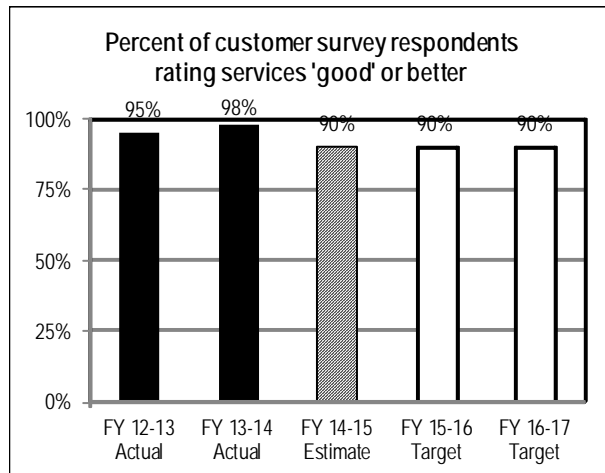
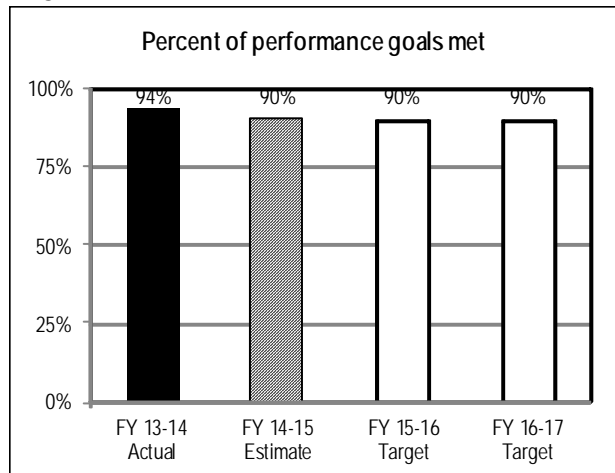
Department Locator

County

Administration and Fiscal Services

Controller's Office

Key Performance Measures



Mission Statement

The Controller's Office contributes to the stability and efficiency of the County by having a diverse staff who works 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.

Overview

The Office provides accounting and financial related services to the County and external governmental entities located within the county. The services provided are primarily accounting, payroll, audit, and property taxes. To fulfill these services the Office utilizes and is responsible for maintaining and improving countywide systems (IFAS for accounting, Workday for payroll, ATKS for time-keeping, and SMCTAX for property tax).

In addition to processing payroll, distributing property taxes, maintaining the accounting and property tax system, conducting audits, reviewing financial transactions processed through the County's financial accounting system, and compiling the County's annual SB 90 claims and A87 Cost Allocation Plan, the Office achieved the following major accomplishments in FY 2013-14 and FY 2014-15:

- *ePayables*: In September 2013, the Controller's Office implemented ePayables (to pay vendors via merchants' credit card accounts) to reduce costs associated with processing paper checks. To date 107 Vendors have joined the ePayables program;
- *Accounts Payable Invoice Automation (APIA)*: In April 2014 the APIA system pilot project was launched with three departments. Thereafter, in September 2015, the Board of Supervisors approved SMCSaves grant funding for the Controller's Office to rollout the APIA system to interested County departments upon completion of the pilot project;
- *Workday*: In April 2015, the Controller's Office, Human Resources, and ISD successfully went live with Workday, the County's payroll and human resources system;

- *Credit Card Pilot Program:* The Credit Card Program pilot project was launched in May 2015. Four departments will participate as pilots;
- *Award Winning Annual Financial Reports:* The Controller's Office once again received the Government Finance Officer Association's (GFOA) award for Excellence in Financial Reporting, and the audited Comprehensive Annual Financial Report (CAFR) earned the award for the 15th consecutive year and the Popular Annual Financial Report (PAFR) for the 12th consecutive year. The new and complex accounting and financial reporting rules for pensions (GASB 68) will be implemented in the FY 2014-15 CAFR which is expected to be issued in October 2015.

In the next two years, the Controller's Office will be working on three significant technology initiatives. The Controller's Office will implement a major upgrade to the County's financial accounting system (IFAS) that will allow the County to continue to receive software support and provide the necessary basis to implement a business intelligence dashboard. The upgrade is expected to be completed in September 2015. The County's property tax system will be transferred to a cloud based hosted environment in early FY 2015-16. Finally, in FY 2015-16, the Controller's Office also plans to issue an RFP with the Assessor and Tax Collector's Offices for an integrated assessment and property tax system, determine the future system solution, and then begin the implementation process shortly thereafter.

Controller's Office (1400B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property		349					
Intergovernmental Revenues	493,182	175,121	250,000	180,000	(70,000)	180,000	
Charges for Services	1,544,442	1,703,887	1,392,036	1,576,393	184,357	1,556,920	(19,473)
Interfund Revenue	87,392	23,015	1,210	1,210		1,210	
Miscellaneous Revenue	74,597	139,993	60,310	150,000	89,690	150,000	
Total Revenue	2,199,613	2,042,364	1,703,556	1,907,603	204,047	1,888,130	(19,473)
Fund Balance	1,962,495	1,637,681	1,192,637	1,211,919	19,282	1,189,022	(22,897)
TOTAL SOURCES	4,162,108	3,680,045	2,896,193	3,119,522	223,329	3,077,152	(42,370)
REQUIREMENTS							
Salaries and Benefits	5,139,385	5,529,963	8,128,032	7,891,122	(236,910)	8,047,226	156,104
Services and Supplies	593,549	565,417	1,800,763	1,023,049	(777,714)	1,055,461	32,412
Other Charges	2,790,020	2,777,287	2,163,243	3,159,030	995,787	3,155,589	(3,441)
Other Financing Uses		224,184	224,429	174,760	(49,669)	176,810	2,050
Gross Appropriations	8,522,954	9,096,852	12,316,467	12,247,961	(68,506)	12,435,086	187,125
Intrafund Transfers	(142,439)	(392,546)	(2,835,599)	(634,652)	2,200,947	(634,652)	
Net Appropriations	8,380,515	8,704,305	9,480,868	11,613,309	2,132,441	11,800,434	187,125
Contingencies/Dept Reserves	1,004,430	78,959	622,688	985,760	363,072	985,760	
TOTAL REQUIREMENTS	9,384,945	8,783,264	10,103,556	12,599,069	2,495,513	12,786,194	187,125
NET COUNTY COST	5,222,837	5,103,220	7,207,363	9,479,547	2,272,184	9,709,042	229,495
AUTHORIZED POSITIONS							
Salary Resolution	42.0	42.0	43.0	46.0	3.0	46.0	
Funded FTE	41.9	42.0	42.4	46.0	3.6	46.0	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$223,329 or 7.7% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$70,000 in this funding source due to reduction in reimbursements of administration costs related to dissolution of Redevelopment Agencies.

Charges for Services

There is a net increase of \$184,357 in this funding source due to an increase in property tax administration fees, Supplemental tax administration fees, and service agreements with other agencies and special districts for providing Controller's Office services. This increase was partially offset by a decrease in audit fees and tax/assessment collection fee.

Miscellaneous Revenue

There is a net increase of \$89,690 in this funding source due to increase in rebates and refunds. This increase was partially offset by a decrease in all other miscellaneous revenue due to no actual revenue realized in FY 2014-15.

Fund Balance

There is a net increase of \$19,282 in this funding source due to one-time adjustments exempt from the County Fund Balance policy.

TOTAL REQUIREMENTS

Total Requirements increased by \$2,495,513 or 24.7% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$236,910 in this expenditure category due to reduction in tentatively approved staffing budget related to the Property Tax System Replacement project and deletion of two permanent positions. This decrease was partially offset by the addition of three positions and merit increases, pay adjustments, contributions to retirement, insurance cost, and Workers' compensation increases.

Services and Supplies

There is a net decrease of \$777,714 in this expenditure category largely due to decreases in contracted services and computer equipment <\$5,000. This decrease was partially offset by increases in general office equipment and supplies, mileage allowance, and various minor increases in services and supplies expenditure category.

Other Charges

There is a net increase of \$995,787 in this expenditure category due to an increase in subscription and support costs related to Workday (County's new HR-Payroll system), and increases in internal services charges from ISD. This increase was partially offset by all other service charges.

Other Financing Uses

There is a net decrease of \$49,669 in this expenditure category due to a decrease in debt service and 10% facility surcharges charged by the Department of Public Works.

Intrafund Transfers

There is a net decrease of \$2,200,947 in this expenditure category due to a decrease in offsetting intrafund transfers from the General Fund for the Property Tax System Replacement project costs.

Contingencies/Departmental Reserves

There is net increase of \$363,072 in this expenditure category due to increase in revenues and cost savings to reduce the department's deficit. The balance in General Fund Reserves represents 8.5% of Net Appropriations, which exceeds the County 2% Reserves policy by \$753,494.

NET COUNTY COST

There is an increase of \$2,272,184 or 31.5% in this Department's General Fund allocation.

FY 2016-17 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$42,370 or 1.3% from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget due to the following changes:

Charges for Services

There is a net decrease of \$19,473 in this funding source due to decreases in revenues from tax/assessment collection fee and service agreements with other agencies and special districts.

Fund Balance

There is a net decrease of \$22,897 in this funding source due to reduction of Fund Balance, cost savings to meet net county cost targets, and to reduce the Department's structural deficit.

TOTAL REQUIREMENTS

Total Requirements increased by \$187,125 or 1.5% from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$156,104 in this expenditure category due to merit increases and benefits related costs. This increase was partially offset by the reduction in extra-help costs.

Services and Supplies

There is a net increase of \$32,412 in this expenditure category due to an increase in computer equipment to replace the end of life computer machines. This increase was partially offset by decreases in general office equipment and other miscellaneous repairs and maintenance costs.

Other Charges

There is a net decrease of \$3,441 in this expenditure category due to reduction in ISD internal service charges. This decrease was partially offset by increases internal services charges related to facility rental and human resources support.

Other Financing Uses

There is a net increase of \$2,050 in this expenditure category due to increases in debt service & 10% facility surcharge charged by the Department of Public Works.

Contingencies/Departmental Reserves

There is no change. The balance in Reserves is \$985,760.

NET COUNTY COST

There is an increase of \$229,495 or 2.4% in this Department's General Fund allocation.

Administration (1411P)

Program Locator

County

Administration and Fiscal Services

Controller's Office

▷ **Administration**

Program Outcome Statement

Improve Department performance through strategy, guidance and support.

Program Results

The Administration Program strategically plans and directs the work of all Controller's Office programs and manages the Department's personnel, budget, contracts, purchases, payables, and training. The Program ensures that the Department operates effectively and efficiently, and manages countywide contracts and projects that benefit multiple County departments. The Program coordinates the County's recovery of reimbursements for disaster-related losses and costs, and works with departments and consultants to prepare the annual A-87 Cost Allocation Plan so as to maximize funding from grants and other sources. The Program's management of the Countywide SB-90 reimbursement claims for State-mandated activities also helps to maximize the County's recoverable claim amounts.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of performance goals met	---	94%	90%	90%	90%
Percent of customer survey respondents rating services good or better	95%	98%	90%	90%	90%
Cost per capita with Bay Area benchmark	---	---	---		
Percent of employee evaluations completed annually	---	---	90%	90%	90%
Percent of employees rating experience working for the County as 'good' or better	---	---	70%	70%	70%

Administration (1411P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	5.0	5.0	5.0	6.0	1.0	6.0	
Funded FTE	4.9	5.0	5.0	6.0	1.0	6.0	
 Total Requirements	1,835,046	1,869,059	1,989,780	2,917,833	928,053	2,928,813	10,980
Total Sources	585,523	829,241	394,825	1,213,129	818,304	1,190,232	(22,897)
Net County Cost	1,249,523	1,039,818	1,594,955	1,704,704	109,749	1,738,581	33,877

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; transfer of fund balance from Controller Information Systems, Property Tax, and Property Tax System to Administration; increased reserve balance.

Total Requirements	Total Sources	Net County Cost	Positions
721,629	818,304	(96,675)	0

2. Controller's Office Reorganization

A Deputy Controller position is added to assist with increased need to provide specialized technical and management guidance to the highly specialized operational divisions that have Countywide impact. Funding for the reorganization change will be partly offset by savings in other Controller's Office Programs.

Total Requirements	Total Sources	Net County Cost	Positions
206,424	0	206,424	1

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
928,053	818,304	109,749	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

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

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and increases for consulting services.

Total Requirements	Total Sources	Net County Cost	Positions
10,980	(22,897)	33,877	0

Internal Audit (1421P)

Program Locator

County

Administration and Fiscal Services

Controller's Office

▷ **Internal Audit**

Program Outcome Statement

Mitigate financial risks and improve Countywide operations

Program Results

Internal Audit conducts financial, compliance and operational audits for County departments and related entities to meet reporting and compliance requirements, reduce financial risk, and identify opportunities for the County to increase revenues, reduce costs, and operate more efficiently. The objective is to ensure policies are adequate and being complied with, and that controls are operating effectively to minimize the risk of errors and fraud. The Program provides assistance with the annual Single Audit to help the County meet reporting requirements for federal grants totaling \$150 million. During FY 2013-14 and FY 2014-15, the Program also made significant contributions to purchasing, contracting, payroll, cash disbursements, and credit card processes by ensuring that internal controls are not compromised as changes are implemented due to legislative changes, system modifications, or County initiatives.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of Countywide risk based audits conducted	---	---	---	3	3
Internal audit division FTE per County budget compared with Bay Area benchmark (Audit FTE/County budget)	---	---	New Measure	New Measure	New Measure
Percent of total available time spent on audits	---	80.1%	70%	70%	70%

Internal Audit (1421P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	8.0	8.0	8.0	8.0		8.0	
Funded FTE	8.0	8.0	8.0	8.0	0.0	8.0	
 Total Requirements	1,016,524	967,113	1,515,148	1,685,983	170,835	1,736,450	50,467
Total Sources	72,711	13,091	15,058	12,000	(3,058)	12,000	
Net County Cost	943,814	954,022	1,500,090	1,673,983	173,893	1,724,450	50,467

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; reduction in audit fees collected; increased extra-help budget to fund back-fill for existing staff supporting and training with Center for Continuous Process Improvement; and increased contracts for audit firm retainer, specialized audits, and software hosting and licensing fees.

Total Requirements	Total Sources	Net County Cost	Positions
167,077	(3,058)	170,135	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and reduced contract amount for audit firm retainer.

Total Requirements	Total Sources	Net County Cost	Positions
50,467	0	50,467	0

Payroll Services (1431P)

Program Locator

County

Administration and Fiscal Services

Controller's Office

▷ **Payroll Services**

Program Outcome Statement

Ensure accurate compensation is provided to employees

Program Results

The Payroll Services program is responsible for processing bi-weekly payroll for approximately 6,500 employees who work for San Mateo County, San Mateo County Courts, and several special districts. During FY 2014-15, the County replaced the aging payroll and personnel system with Workday. Workday is a cloud based payroll and personnel platform that integrates with the ATKS timekeeping system in order to process timesheet data and calculate payroll. The Program is responsible for processing employee payroll requests; payroll/employment tax reports to State and Federal governments; annual W-2 forms for employees; State Disability and Workers' Compensation reporting, retirement contributions and payroll garnishments. The Payroll Common (IT) portion of the program is managed by the Payroll Steering Committee, composed of Department Heads from the Information Services, Human Resources, Controller's Office, and the County Manager's Office. Payroll supports and maintains all software and hardware needs for the Workday and ATKS systems. The Program also manages required system and process updates to remain current with federal and state payroll statutes and regulations, and changes to labor agreements.

The Program ensures timely and accurate payment of wages and benefits to employees. The percent of payroll checks issued correctly has exceeded 99% for the last two fiscal years. The major focus of the Program this fiscal year was the implementation and deployment of Workday, a cloud-based platform that provides unified solutions for both payroll and personnel functions. Additionally, Workday allowed the County to consolidate multiple unconnected data sources, improve the availability of information to managers and employees, and contributes to the overall countywide effort to modernize technology.

The major focus of the Program during the current budget cycle was the implementation and deployment of Workday, a cloud-based platform that provides unified solutions for both payroll and personnel functions. Additionally, Workday allowed the County to consolidate multiple unconnected data sources, improve the availability of information to managers and employees, and contributes to the overall countywide effort to modernize technology.

The Program's priorities are to ensure timely and accurate payment of wages and benefits to employees; improve usability of the Payroll-HR systems; design, develop and implement new processes to ensure the systems operate efficiently and effectively.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of payroll checks/ payments issued correctly	99.9%	99.9%	99%	99%	99%
Payroll FTE for number of employees compared to Bay Area benchmark (Payroll FTE count/# of W-2's issued)	---	---			
Percentage of payroll checks/ payments direct deposited	97%	97%	95%	95%	95%

Payroll Services (1431P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	6.0	6.0	6.0	7.0	1.0	7.0	
Funded FTE	6.0	6.0	6.0	7.0	1.0	7.0	
 Total Requirements	2,706,026	2,108,467	2,198,811	3,688,104	1,489,293	3,732,966	44,862
Total Sources	635,894	27,108	21,217	25,208	3,991	25,000	(208)
Net County Cost	2,070,132	2,081,359	2,177,594	3,662,896	1,485,302	3,707,966	45,070

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increased Payroll Common Budget (Workday, ATKS, Touchbase, and ISD support) to maintain County's new HR-Payroll System; and increased extra-help budget for a Fiscal Office Specialist and increased corresponding Intrafund transfers from Workday Reserves to offset the cost of a position.

Total Requirements	Total Sources	Net County Cost	Positions
1,271,871	3,991	1,267,880	0

2. Staffing Increase to Support New Workday HR-Payroll System Functions:

Two Departmental Systems Analyst positions are added to assist with Workday Payroll functions. Funding for these positions will partially come from deletion of an existing filled Fiscal Services Supervisor position and the balance will be funded through an increase in Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
(116,874)	0	(116,874)	(1)
334,296	0	334,296	2

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS (Heading3FA)

Total Requirements	Total Sources	Net County Cost	Positions
1,489,293	3,991	1,485,302	1

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and increased Payroll Common Budget (Workday, ATKS, Touchbase, and ISD support) to maintain County's new HR-Payroll System.

Total Requirements	Total Sources	Net County Cost	Positions
44,862	(208)	45,070	0

Controller Information Systems (1432P)

Program Locator

County

Administration and Fiscal Services

Controller's Office

▷ **Controller Information Systems**

Program Outcome Statement

Improve and maintain the County's financial accounting system

Program Results

The Controller's Information Systems (CIS) maintains and continually improves the County's financial accounting (IFAS) system. The Program trains over 100 IFAS users annually to reduce the number of processing errors and improve efficiency. CIS also ensures that IFAS is available for use during business hours, evaluates accounting risks, and takes steps to maintain and strengthen internal system controls. In September 2013, the Program went live with ePayables functionality to pay vendors via merchants' credit card accounts to reduce costs associated with paper checks, while enhancing revenues through ePayables program rebates. In April 2014, CIS began the pilot for the APIA (AP Invoice Automation) solution with three pilot departments. The APIA system allows departments to scan invoices, extract invoice data via OCR, and electronically route and track the invoice and images. In September 2014, the Program began work on the upgrade to IFAS. This is a major upgrade (from version 7.7 to 14.5) that will allow the County to continue to receive software support and provide the necessary basis to implement a business intelligence dashboard.

The Program's priorities are to continuously maintain and improve the County's financial accounting (IFAS) system; to train IFAS users in order to reduce processing errors and improve efficiency.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent availability of IFAS system compared to Bay Area benchmark	99.5%	99.6%	99%	99%	99%
Provide training to IFAS users each year in order to ensure users are familiar with IFAS best practices	---	---	90 IFAS Users	90 IFAS Users	90 IFAS Users

Controller Information Systems (1432P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	5.0	5.0	6.0	5.0	(1.0)	5.0	
Funded FTE	5.0	5.0	5.4	5.0	(0.4)	5.0	
 Total Requirements	779,567	889,315	992,084	884,677	(107,407)	934,786	50,109
Total Sources	148,688	241,277	148,688		(148,688)		
Net County Cost	630,879	648,038	843,396	884,677	41,281	934,786	50,109

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(107,407)	(148,688)	41,281	(1)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and increased services and supplies for PC replacements.

Total Requirements	Total Sources	Net County Cost	Positions
50,109	0	50,109	0

General Accounting (1441P)

Program Locator

County

Administration and Fiscal Services

Controller's Office

▷ **General Accounting**

Program Outcome Statement

Maintain public accountability and fiscal transparency of the County's financial information

Program Results

The core function of General Accounting is to maintain the County's public accountability and fiscal transparency. The Program reviews are a key point of internal control for financial transactions processed through the County's financial accounting system (IFAS). The financial transactions include, but are not limited to, the following: journal entries, payments, and contracts entered into IFAS.

In addition, the Program's priorities for FY 2015-16 and FY 2016--17 continue to be:

- Providing departments and affiliated entities with technical guidance to address complex accounting issues;
- Maintaining sound internal control procedures to safeguard County assets;
- Compiling and analyzing financial information to meet various business needs;
- Preparing financial reports to comply with accounting and reporting standards;
- Interacting with internal and external auditors to complete mandated audits.

The Program produced the County's award-winning audited Comprehensive Annual Financial Report (CAFR) for the 15th consecutive year and the Popular Annual Financial Report for the 12th consecutive year. These awards for Excellence in Financial Reporting demonstrate the Program's commitment to the highest standards of transparent and accurate accounting and financial reporting, and help the County obtain the best possible credit rating. Thus, the County is able to borrow at the lowest available interest rate to finance major capital projects. The Program will continue to explore ways to optimize its operating efficiency and effectiveness

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of monthly closings performed on time	12	12	12	12	12
Percent of CAFR issued with unqualified opinion and receive GFOA award of excellence	100%	100%	100%	100%	100%
Total number of transactions processed (including journal entries, invoices, and cash receipts.)	2,921,018	2,994,931	2,995,000	2,995,000	2,995,000

General Accounting (1441P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	9.0	8.0	8.0	10.0	2.0	10.0	
Funded FTE	9.0	8.0	8.0	10.0	2.0	10.0	
 Total Requirements	 917,033	 942,623	 1,239,676	 1,309,581	 69,905	 1,342,709	 33,128
Total Sources	101,930	203,252	169,541	223,485	53,944	220,000	(3,485)
Net County Cost	815,103	739,371	1,070,135	1,086,096	15,961	1,122,709	36,613

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

.Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and reduced revenues from service agreements with other agencies.

Total Requirements	Total Sources	Net County Cost	Positions
(180,706)	(37,746)	(142,960)	0

2. Staffing Increase to Support New General Accounting Activities:

A Financial Services Manager I position is added to facilitate succession planning for preparation of CAFR and PAFR, and support technical accounting and Measure A activities. A Fiscal Office Specialist position is added to administer

and grow the ePayables program, and to administer the Credit Card and Accounts Payable Automation programs. Increased revenues will offset the cost of this position.

Total Requirements	Total Sources	Net County Cost	Positions
250,611	91,690	158,921	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and reduced revenues from service agreements with other agencies.

Total Requirements	Total Sources	Net County Cost	Positions
33,128	(3,485)	36,613	0

Property Tax/Special Accounting (1461P)

Program Locator

County

Administration and Fiscal Services

Controller's Office

▷ **Property Tax and Special Accounting**

Program Outcome Statement

Ensure accurate property tax allocations and accounting services

Program Results

The main functions of the Property Tax program is to compute the tax rates placed on property tax bills and to apportion local and State property taxes and special charges to the County, cities, schools, and special districts pursuant to California law. The program also provides accounting support services to 12 special districts that maintain their funds with the County Treasurer.

In FY 2013-14, the Program was audited by the State Controller's Office (SCO) for FY 2006-07 through FY 2012-13, and no material findings were identified. In FY 2014-15, the Controller's Office entered into a contract with a vendor to host the property tax system and expects the system to be fully operational in early FY 2015-16. The Program has also made, and continues to make, enhancements to the property tax system to increase efficiencies and accuracy in its roll maintenance and apportionment processes.

In collaboration with the Assessor and Tax Collector's Offices, the Controller has contracted with a vendor to document the business and system requirements for an integrated system to be used by the three offices. The Controller expects to have all its requirements documented in early FY 2015-16.

The program has implemented numerous changes in State law for Unitary and Unitary Railroad apportionments and for Redevelopment Agencies (RDAs). The program expects to see further changes made to RDA Dissolution laws that will begin to take effect in FY 2015-16 and 2016-17.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Complete major tax apportionments by installment due date	100%	100%	95%	95%	95%
FTE for total dollars apportioned compared to Bay Area benchmark	---	---	---	---	---
Percent of customer survey respondents rating services good or excellent	90%	100%	90%	90%	90%

Property Tax/Special Accounting (1461P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	9.0	9.0	9.0	10.0	1.0	10.0	
Funded FTE	9.0	9.0	9.0	10.0	1.0	10.0	
 Total Requirements	1,632,990	1,488,286	1,809,354	2,112,891	303,537	2,110,470	(2,421)
Total Sources	2,617,363	1,999,980	1,808,653	1,645,700	(162,953)	1,629,920	(15,780)
Net County Cost	(984,373)	(511,694)	701	467,191	466,490	480,550	13,359

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; including County facility rent and Core IT; reduced intergovernmental revenues from ABx26 cost reimbursements; increased charges for services due to increase in supplemental assessment fees, special charge fees, and service agreements with special districts; increase in salaries and benefits due to a transfer of a position from Information Systems Department (ISD) and reduced intrafund transfers previously used to offset position costs; and moved fund balance to Administration Program.

Total Requirements	Total Sources	Net County Cost	Positions
303,537	(162,953)	466,490	0

2. Controller's Office Reorganization

An Information Technology Manager position is deleted due to reductions in workload and changes in the business needs which resulted in restructuring the organization.

Total Requirements	Total Sources	Net County Cost	Positions
112,257	(162,953)	275,210	(1)

FY 2016-17 Program Funding Adjustments

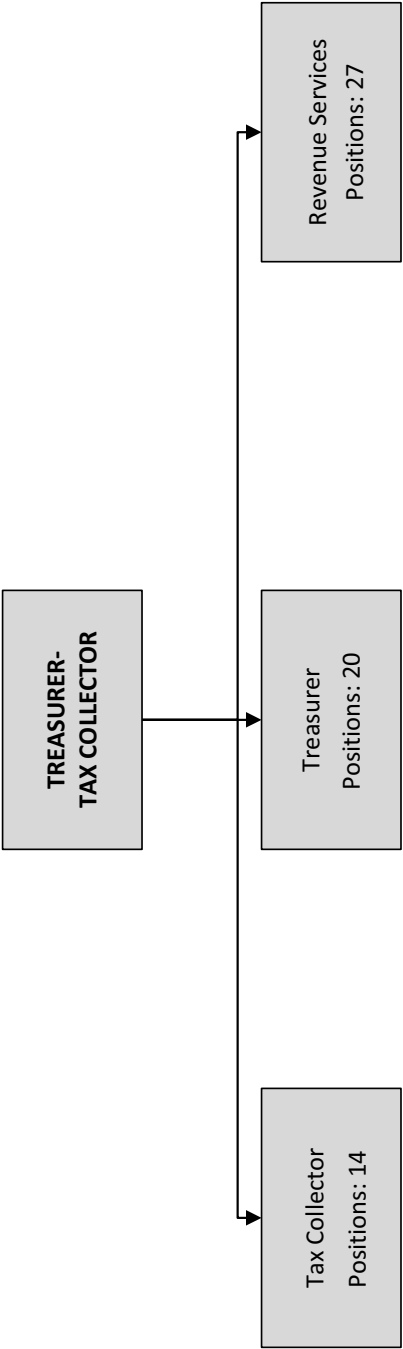
The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and reduction in ISD internal service charges related to the Automated Property Tax system.

Total Requirements	Total Sources	Net County Cost	Positions
(2,421)	(15,780)	13,359	0

Treasurer-Tax Collector



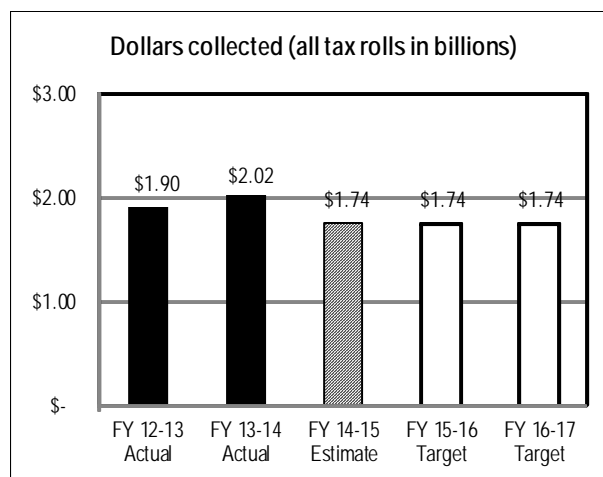
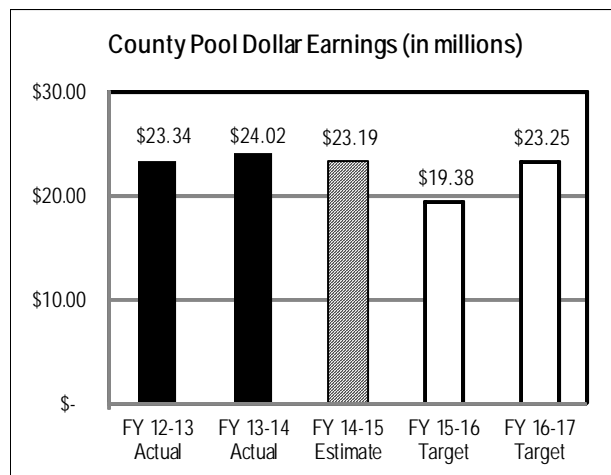
Department Locator

County

Administration and Fiscal Services

► Treasurer- Tax Collector

Key Department Measures



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.

Overview

The Treasurer-Tax Collector bills and collects property taxes, manages the County investment pool while administering banking services and provides billing and revenue debt collection services for County departments.

The Treasurer's Office earned 0.76%, on average, for the County pool surpassing the Local Agency Investment Fund (LAIF) benchmark. The Revenue Services program is in line to collect \$17.75 million in revenue, surpassing the goal of \$15.5 million. In line with its green effort, the Tax-Collector's Office has made available two additional locations for tax collection services, one in South San Francisco that is available year round and one in Half Moon Bay that is open in April and December. During the FY 2014-15 these two locations have assisted over 7,392 taxpayers, decreasing foot traffic in Redwood City and saving taxpayers' time and fuel costs. The department's lockbox processes with Union Bank continue to be successful. The outcome of implementing the lockbox process is that staff no longer needs to open 250,000 pieces of mail because payments are sent directly to the bank for processing and immediate deposit.

The Treasurer's Office is in the process of upgrading the current cashiering system. This will create a centralized cashiering option via a web portal that allows the purchase of multiple County Services with one payment transaction, as well as a lockbox payment option, to all County departments.

The Tax Collector's Office will continue to go through the process to acquire a new property tax system as an initiative for FY 2015-16 and FY 2016-17. The Tax Collector's Office will continue to go through the process to acquire a new property tax system as an initiative for FY 2015-16 and FY 2016-17. Additional funds will be set aside for the new property tax system and will be placed in a trust fund during the next two fiscal years.

Revenue Services will exceed their goal for FY 2014-15, as the current economic situation has improved slightly but the ability to collect the debt is difficult from many of our debtors due to low wages and the high cost of living in the area. Many debtors are still having difficulty meeting even the minimum required payments. We continue to investigate debtors through every means available and also conduct research on new and improved processes to locate debtors. Treasurer - Tax Collector (1500B)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	4,285	3,063	3,650	3,650		3,650	
Use of Money and Property	81,916	61,946	30,000	45,000	15,000	45,000	
Charges for Services	4,616,269	5,196,688	4,129,654	4,629,654	500,000	4,629,654	
Interfund Revenue	682,555	710,539	631,000	681,000	50,000	681,000	
Miscellaneous Revenue	132,245	184,502	81,500	96,500	15,000	96,500	
Total Revenue	5,517,271	6,156,737	4,875,804	5,455,804	580,000	5,455,804	
Fund Balance	4,602,647	4,048,905	2,718,787	2,718,787		2,718,787	
TOTAL SOURCES	10,119,918	10,205,642	7,594,591	8,174,591	580,000	8,174,591	
REQUIREMENTS							
Salaries and Benefits	5,936,322	6,239,467	7,968,011	8,077,587	109,576	8,353,069	275,482
Services and Supplies	958,418	1,129,782	2,786,737	3,046,851	260,114	2,985,878	(60,973)
Other Charges	1,031,021	2,564,331	723,892	897,570	173,678	935,329	37,759
Fixed Assets				94,000	94,000		(94,000)
Other Financing Uses		223,112	223,492	178,740	(44,752)	180,989	2,249
Gross Appropriations	7,925,760	10,156,692	11,702,132	12,294,748	592,616	12,455,265	160,517
Intrafund Transfers	(3,124,124)	(3,039,641)	(3,066,542)	(3,081,542)	(15,000)	(3,081,542)	
Net Appropriations	4,801,636	7,117,052	8,635,590	9,213,206	577,616	9,373,723	160,517
Contingencies/Dept Reserves	2,070,212	156,689	201,359	301,359	100,000	301,359	
TOTAL REQUIREMENTS	6,871,848	7,273,741	8,836,949	9,514,565	677,616	9,675,082	160,517
NET COUNTY COST	(3,248,070)	(2,931,902)	1,242,358	1,339,974	97,616	1,500,491	160,517
AUTHORIZED POSITIONS							
Salary Resolution	61.0	61.0	61.0	61.0		61.0	
Funded FTE	61.0	61.0	61.0	61.0		61.0	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$580,000 the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Use of Money and Property

There is a net increase of \$15,000 in this funding source due to an increase in payments to judgment interest.

Charges for Services

There is a net increase of \$500,000 in this funding source due to the changing economy and the size of the pool.

Interfund Revenue

There is a net increase of \$50,000 in this funding source due to an increase in commissions due to a slight increase in payments.

Miscellaneous Revenue

There is a net increase of \$15,000 in this funding source due to an increase in reimbursement for legal service fees.

TOTAL REQUIREMENTS

Total Requirements increased by \$677,616 from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$109,576 in this expenditure category due to the inclusion of merit increases and increases in retirement contributions and health benefit costs.

Services and Supplies

There is a net increase of \$260,114 in this expenditure category due to purchase of security storage equipment, printers and general increase in costs. This increase was partially offset by a decrease in postage costs and cost saving measures.

Other Charges

There is a net increase of \$173,678 in this expenditure category due to service charge increases.

Fixed Assets

There is a net increase of \$94,000 due to the addition of one time purchases.

Other Financing Uses

There is a net decrease of \$44,752 in this expenditure category due to service charge decreases.

Intrafund Transfers

There is a net increase of \$15,000 in this expenditure category due to an increase in departmental commissions.

Contingencies/Departmental Reserves

There is a net increase of \$100,000 in this expenditure category due to position realignment within department. The balance in General Fund Reserves represents 3.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$111,068.

NET COUNTY COST

There is an increase of \$97,616 in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

No changes.

TOTAL REQUIREMENTS

Total Requirements increased by \$160,517 from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$275,482 in this expenditure category due to the inclusion of merit increases and increases in retirement contributions and health benefit costs.

Services and Supplies

There is a net decrease of \$60,973 in this expenditure category due to the removal of one-time costs.

Other Charges

There is a net increase of \$37,759 in this expenditure category due to service charge increases.

Fixed Assets

There is a net decrease of \$94,000 due to the removal of one-time purchases from FY 2015-16.

Other Financing Uses

There is a net increase of \$2,249 in this expenditure category due to service charge increases.

NET COUNTY COST

There is an increase of \$160,517 in this Department's General Fund allocation.

Tax Collector (1510P)

Program Locator

County

Administration and Fiscal Services

Treasurer- Tax Collector

▷ **Tax Collector**

Program Outcome Statement

Provides property tax billing and collection services

Program Results

The Tax Collector provides property tax billing and collection, as well as public auctions for tax defaulted property. The Tax Collector's office processes an average of 300,000 tax bills annually. The Tax Collector is using a Lockbox system that allows Union Bank to directly received, process and deposit secured property tax payments. The Tax Collector has two additional payment locations, and during peak tax times, Coastside residents can drop off their property tax payments at the Sheriff's annex in Half Moon Bay. North Bay residents can drop off their payments in the South San Francisco location all year round. Funds have been set aside to replace the current property tax system which is expected to be replaced within the next three years. FY 2015-17 priorities include: replacing the existing property tax system; implementing E-Billing; CORE cashiering implementation; and document scanning.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Dollars collected (all tax rolls)	\$1,909,232, 765	\$2,021,497, 920	\$1.74B	\$1.74B	\$1.74B
Cost per property tax bill	\$3.75	\$2.24	\$8.00	\$8.00	\$8.00
Secured Collection rate	99%	99%	98%	98%	98%

Tax Collector (1510P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	16.0	16.0	16.0	14.0	(2.0)	14.0	
Funded FTE	16.0	16.0	16.0	14.0	(2.0)	14.0	
 Total Requirements	3,687,845	3,768,402	3,769,232	4,109,606	340,374	4,167,978	58,372
Total Sources	4,200,426	3,947,708	2,784,132	2,784,132		2,784,132	
Net County Cost	(512,581)	(179,306)	985,100	1,325,474	340,374	1,383,846	58,372

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; funding for E-Bill; funding for computer equipment; funding to purchase a new VM Environment and servers; funding for back-up solutions for legacy systems; general budget savings realized and overall cost cutting measures; and the transfer of two positions to the Treasurer, which will align banking services and system analysis under the Treasurer's division.

Total Requirements	Total Sources	Net County Cost	Positions
340,374	0	340,374	(2)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; remove one-time costs; general budget savings realized and overall cost cutting measures.

Total Requirements	Total Sources	Net County Cost	Positions
58,372	0	58,372	0

Treasurer (1520P)

Program Locator

County

Administration and Fiscal Services

Treasurer- Tax Collector

▷ **Treasurer**

Program Outcome Statement

Manages and protects the financial assets of the County

Program Results

The Treasurer is responsible for providing treasury services for all County departments, schools, cities, special districts and taxpayers, including investment of the County pool, banking services, school bond paying agent services and cashiering. The Treasurer manages a \$4.4 billion investment pool made up of 157 voluntary and 918 involuntary accounts.

In FY 2014-15 the estimated dollar earnings in the pool is projected to be \$21,562,500. The County Pool yield rate was .75%, which outperformed our benchmark, the Local Agency Investment Fund (LAIF) rate of .25%. Paying Agent responsibility was accepted for new school bond issues; Tax and Revenue Anticipation Notes; and Bond Anticipation Notes, increasing funding to the pool. Banking costs were maintained by charging departments for services in excess of general usage. FY 2015-17 priorities include centralized cashiering and document scanning.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
County Pool Dollar Earnings (in millions)	\$23.34	\$23.02	\$23.19	\$19.38	\$23.25
County Pool Gross Earnings Rate	.82	.74	.75	.63	.75
Investment Pool Compliance	---	---	100%	100%	100%

Treasurer (1520P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	18.0	18.0	18.0	20.0	2.0	20.0	
Funded FTE	18.0	18.0	18.0	20.0	2.0	20.0	
 Total Requirements	2,625,115	2,748,816	3,189,929	3,591,969	402,040	3,694,114	102,145
Total Sources	3,864,152	4,189,342	3,077,469	3,577,469	500,000	3,577,469	
Net County Cost	(1,239,037)	(1,440,526)	112,460	14,500	(97,960)	116,645	102,145

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; funding to purchase a new VM Environment and servers; funding for back-up solutions for legacy systems; increase in revenue due to pool size; general budget savings realized and overall cost cutting measures.

Total Requirements	Total Sources	Net County Cost	Positions
402,040	500,000	(97,960)	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
102,145	0	102,145	0

Revenue Services Program (1530P)

Program Locator

County

Administration and Fiscal Services

Treasurer-Tax Collector

▷ **Revenue Services Program**

Program Outcome Statement

Increase County revenue by performing debt collection services.

Program Results

Revenue Services' goal is to continue to provide timely, professional and cost effective services to the departments that we support. Major impacts to revenue collection continue to be the changing economy and unemployment rate. In FY 12-13 the program is projecting collections of \$17.2 million in revenue, surpassing our goal of \$15.5 million. The program anticipates achieving the dollars collected goal of \$15.75 in both FY 13-14 and FY 14-15. FY 2015-17 priorities include: Collector Plus module; upgrading document conversion software; and document scanning.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Dollars collected by Revenue Services	\$18,141,087	\$17,747,061	\$17,750,000	\$16,000,000	\$16,000,000
Cost of Collections ratio	18%	21%	20%	20%	20%
Achieve at least 60% of the Court Ordered Debt Comprehensive Collection program components	80%	81%	80%	80%	80%

Revenue Services Program (1530P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	27.0	27.0	27.0	27.0		27.0	
Funded FTE	27.0	27.0	27.0	27.0		27.0	
 Total Requirements	558,888	756,523	1,877,788	1,812,990	(64,798)	1,812,990	
Total Sources	2,055,340	2,068,593	1,732,990	1,812,990	80,000	1,812,990	
Net County Cost	(1,496,452)	(1,312,070)	144,798		(144,798)		

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; general budget savings realized; funding to purchase a new VM Environment and servers; and overall cost cutting measures.

Total Requirements	Total Sources	Net County Cost	Positions
(64,798)	80,000	(144,798)	0

FY 2016-17 Program Funding Adjustments

No changes.

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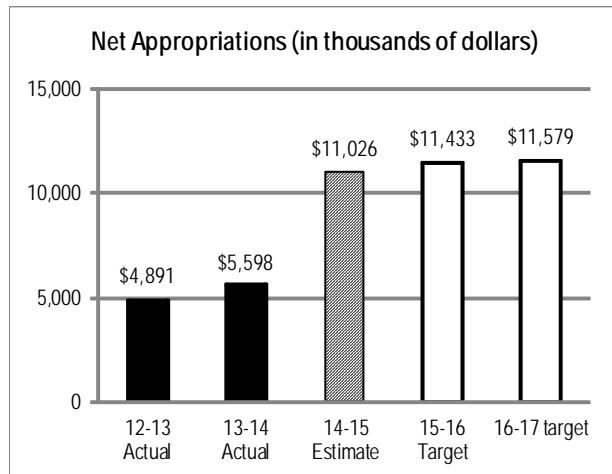
Retirement Office (2000B)

Program Locator

County

Administrative and Fiscal Services

▷ Retirement Office



Program Outcome Statement

Act as a prudent administrator for the retirement system

Overview

SamCERA was created by the Board of Supervisors in 1944, pursuant to the provisions of California's County Employees' Retirement Law of 1937. *SamCERA* provides retirement, disability and death benefits for its eligible members in accordance with the provisions of the Constitution of the State of California. The Board of Retirement serves as fiduciary for all of *SamCERA's* members. The Board is responsible for administering the provisions of the '37 Act that the Board of Supervisors has made applicable to San Mateo County. *SamCERA's* staff of 23 full time employees is responsible for assuring that the needs of the members, employers and board are met in accordance with the high standards set forth in the mission and goals statement. *SamCERA's* goals are to provide caring, fair, accurate, timely, and knowledgeable professional services to *SamCERA's* clients and the public. *SamCERA* prudently manages the assets in order to appropriately fund the actuarial liabilities of the retirement system and assure the ability to pay all earned benefits while minimizing the costs to its employers. *SamCERA* serves as a loyal fiduciary to its 10,826 members and works to constantly improve the effectiveness of its services and the efficiency of its operations.

Program Results

For the fiscal year ending June 30, 2014, \$3.2 billion in net assets were held in trust for pension benefits. As of June 30, 2014, the actuarial funded ratio for *SamCERA* increased from 73.3% to 78.8%. In consultation with its actuarial services consultant, Milliman, Inc., in May 2012, the *SamCERA* Retirement Board lowered its investment earnings assumption from 7.75% to 7.50%, beginning with FY 2012-13. It is anticipated that the annual rate of 7.50% will be met in FY 2015-16 and FY 2016-17.

SamCERA partners with Financial Knowledge Network to provide financial education to members. Financial Knowledge Network is well known and respected throughout the industry for providing 'conflict free' education. This means the instructors will not offer to sell financial products or their services to students of the classes. Both *SamCERA* and Financial Knowledge Network believe that this approach eliminates the stress on all parties that is very often a barrier to learning.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of Retirement Workshops and member outreach events	40	42	35	35	35
Actuarial Funded Ratio for SamCERA	73%	79%	82%	80%	80%

Retirement Office (2000B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	20.0	21.0	23.0	23.0		23.0	
Funded FTE	20.0	21.0	22.0	22.9	0.9	22.9	
Total Requirements	4,891,792	5,598,194	11,026,106	11,433,900	407,794	11,579,699	145,799
Total Sources	4,891,792	5,598,194	11,026,106	11,433,900	407,794	11,579,699	145,799

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
407,794	407,794	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in health benefit costs. Retirement Office (2000B)

Total Requirements	Total Sources	Net County Cost	Positions
145,799	145,799	0	0

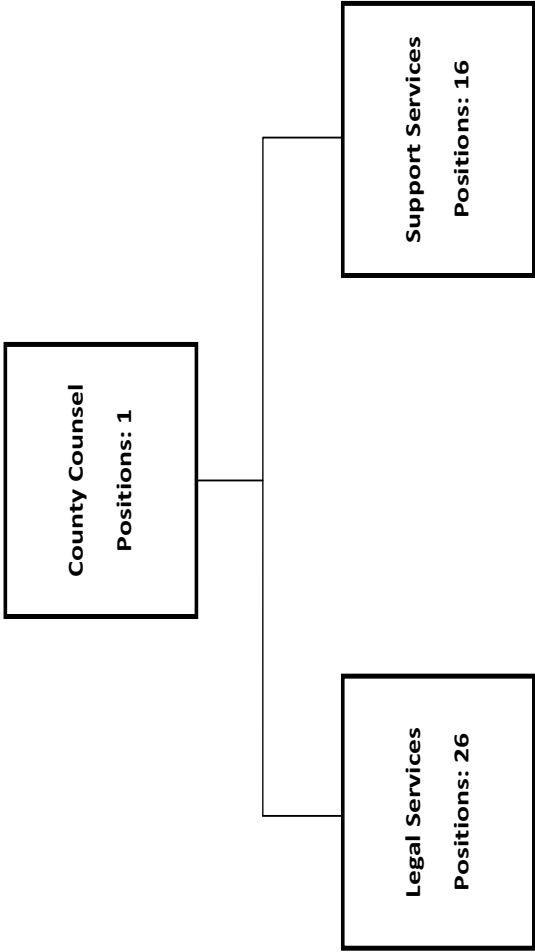
Retirement Trust Fund (Information Only)

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Miscellaneous Revenue	4,891,792	5,598,194					
Other Financing Sources			11,026,106	11,433,900	407,794	11,579,699	145,799
TOTAL SOURCES	4,891,792	5,598,194	11,026,106	11,433,900	407,794	11,579,699	145,799
REQUIREMENTS							
Salaries and Benefits	3,113,339	3,682,600	4,268,175	4,675,969	407,794	4,821,768	145,799
Services and Supplies	1,659,265	1,801,601	3,009,356	3,009,356		3,009,356	
Other Charges	119,188	113,993	248,575	248,575		248,575	
Fixed Assets			3,500,000	3,500,000		3,500,000	
TOTAL REQUIREMENTS	4,891,792	5,598,194	11,026,106	11,433,900	407,794	11,579,699	145,799
AUTHORIZED POSITIONS							
Salary Resolution	20.0	21.0	23.0	23.0		23.0	
Funded FTE	20.0	21.0	22.0	22.9	0.9	22.9	

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County Counsel's Office



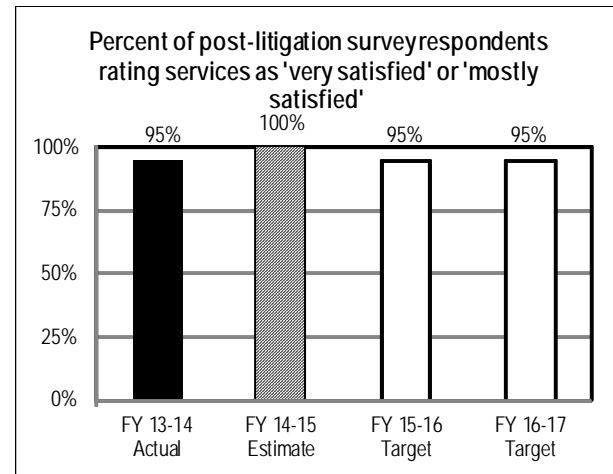
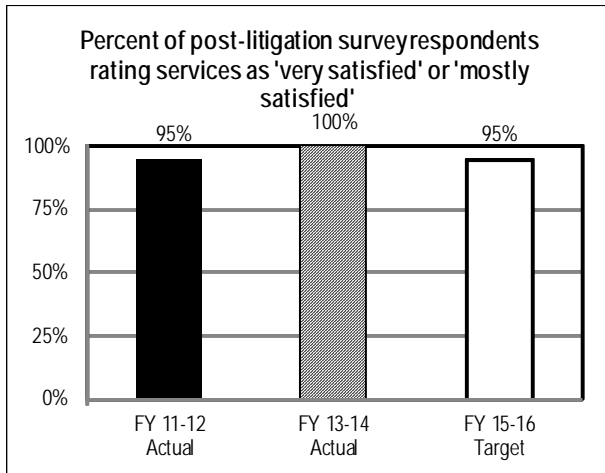
Department Locator

County

Administration and Fiscal Services

▷ County Counsel

Key Department Measures



Department Mission Statement

The County Counsel's Office provides quality and timely legal services to the Board of Supervisors, County Manager, elected officials, and all County departments. It also supports the various boards, commissions, school districts, special districts, and other public agencies operating within the county, thus allowing them to carry out their responsibilities in a manner fully consistent with the law. The support provided by the County Counsel's Office includes legal representation for clients in disputes before administrative agencies and the courts.

Overview

The County Counsel's Office provides a full range of general legal services such as: advising; advocating; representing; and training clients regarding compliance with laws; regulations; ordinances; contracts; policies; and directives. The Office also defends and/or prosecutes civil actions on behalf of its clients. Recent accomplishments include the following:

- Assisted the Sheriff's Office, Environmental Health Division, and Planning Division in amending, implementing, and enforcing the County's Massage Ordinance;
- Supported the Office of Sustainability in forming a Community Choice Aggregation program addressing sustainable energy production and the impact of rising sea levels;
- Provided legal support for the Board of Supervisors in its effort to study and address concerns related to affordable housing;
- Aided in the formation of the County's Veterans Commission and the Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) Commission;
- Provided legal support in connection with Environmental Health Division initiatives concerning safe drug disposal policies and the food facility placard program;

- Coordinated litigation efforts with outside counsel and recovered more than \$71 million from Lehman Brothers bankruptcy proceedings and the company's directors, officers, and auditors;
- Aided in the auction and sale of the County's Circle Star office complex;
- Supported the opening of the County's Fair Oaks Health Center by advising on matters related to the construction and lease of the facility;
- Assisted the Board of Supervisors in its effort to develop and implement the "Big Lift" school readiness program;
- Supported clients with the implementation of Measure A initiatives and provided counsel to the Measure A Oversight Committee.

A significant challenge for the County Counsel's Office is to continue providing responsive, timely, and top-rate legal services given the ever-increasing volume and complexity of legal work. Several initiatives are underway to improve client services and office efficiency, including the continued implementation of a new legal case management system and the establishment of several practice teams and committees in order to share knowledge and increase collaboration. Furthermore, there is a trend in County Counsel offices throughout the state towards more practice specialization and the Office has focused recent hiring activities on identifying candidates who bring skill sets that will address specific client needs.

Program Results

To gauge its effectiveness, the County Counsel's Office conducts client satisfaction surveys and post-litigation surveys. In both cases, at least 95% of survey respondents rated the legal services rendered as Good / Better or Very Satisfied / Mostly Satisfied. Moving forward and accounting for a new emphasis on proactive client relations, the County Counsel's Office expects continued customer satisfaction ratings of 95% or better.

In addition to surveys, the County Counsel's Office uses efficiency as means to gauge its effectiveness. This is accomplished by comparing its budget to that of the County and tracking its overall cost on a per capita basis. Despite greater demand for services and higher operating costs, these measures have not changed and this trend is expected to continue with added investments in technology and process improvements.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of survey respondents rating legal services as good or better ^a	---	94%	---	95%	95%
Percent of post-litigation survey respondents rating services as Very Satisfied or Mostly Satisfied	---	95%	100%	95%	95%
County Counsel budget as percent of total budget	.0055	.0055	.0055	.0055	.0055

a. Customer surveys are conducted every other year.

County Counsel (1600B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	4,300,467	3,970,469	3,625,226	4,066,727	441,501	4,133,031	66,304
Interfund Revenue	1,121	4,742					
Miscellaneous Revenue	16,631	112,618	10,000	10,000		10,000	
Total Revenue	4,318,219	4,087,829	3,635,226	4,076,727	441,501	4,143,031	66,304
Fund Balance	2,736,760	2,311,574	2,433,229	2,433,671	442	2,433,671	
TOTAL SOURCES	7,054,979	6,399,403	6,068,455	6,510,398	441,943	6,576,702	66,304
REQUIREMENTS							
Salaries and Benefits	7,632,922	8,600,170	10,159,937	10,540,764	380,827	10,917,239	376,475
Services and Supplies	733,130	638,696	866,320	1,087,100	220,780	1,122,250	35,150
Other Charges	443,139	472,104	465,851	584,912	119,061	629,260	44,348
Fixed Assets			10,000	10,000		10,000	
Other Financing Uses		25,641	26,098	26,401	303	27,060	659
Gross Appropriations	8,809,191	9,736,611	11,528,206	12,249,177	720,971	12,705,809	456,632
Intrafund Transfers	(2,216,499)	(1,958,429)	(1,170,001)	(1,950,100)	(780,099)	(2,021,500)	(71,400)
Net Appropriations	6,592,692	7,778,182	10,358,205	10,299,077	(59,128)	10,684,309	385,232
Contingencies/Dept Reserves	1,418,351	1,383,186	1,048,173	1,789,606	741,433	1,934,593	144,987
TOTAL REQUIREMENTS	8,011,043	9,161,368	11,406,378	12,088,683	682,305	12,618,902	530,219
NET COUNTY COST	956,064	2,761,965	5,337,923	5,578,285	240,362	6,042,200	463,915
AUTHORIZED POSITIONS							
Salary Resolution	42.0	42.0	43.0	43.0		43.0	
Funded FTE	40.7	41.1	41.8	42.3	0.5	42.3	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$441,943 or 7.3% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Charges for Services

There is a net increase of \$441,501 in this funding source due to the greater demand for the legal services and increased legal service rates for FY 2015-16.

Fund Balance

There is a net increase of \$442 in this funding source due to the fund balance transfer.

TOTAL REQUIREMENTS

Total Requirements increased by \$682,305 or 6.0% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$380,827 in this expenditure category due to negotiated salary and benefit increases, the reclassification of a Deputy County Counsel to Chief Deputy, and additional extra help for legal administrative duties.

Services and Supplies

There is a net increase of \$220,780 in this expenditure category due to increased operating expenses and investments in technology.

Other Charges

There is a net increase of \$119,061 in this expenditure category due to increased service charges for automation support.

Intrafund Transfers

There is a net increase of \$780,099 in this expenditure category due to the greater demand for legal services from other departments within the County and increased legal service rates for FY 2015-16.

Contingencies/Departmental Reserves

There is a net increase of \$741,433 in this expenditure category due to the transfer of reserves from Non-Departmental Reserves and the allocation of additional revenues to Departmental Reserves. The balance in Departmental Reserves represents 17.4% of Net Appropriations, which exceeds the County's 2% Reserves policy.

NET COUNTY COST

There is an increase of \$240,362 or 3.9% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources increased by \$66,304 or 1.0% from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget due to the following changes:

Charges for Services

There is a net increase of \$66,304 in this funding source due to increased legal service rates for FY 2016-17.

TOTAL REQUIREMENTS

Total Requirements increased by \$530,219 or 4.4% from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$376,475 in this expenditure category due to negotiated salary and benefit increases, the annualized cost of the reclassification of a Deputy County Counsel to one a Chief Deputy County Counsel, and the continued need for part-time extra help.

Services and Supplies

There is a net increase of \$35,150 in this expenditure category due to increased operating expenses and investments in technology.

Other Charges

There is a net increase of \$44,348 in this expenditure category due to increased service charges for automation support.

Intrafund Transfers

There is a net increase of \$71,400 in this expenditure category due to the County Counsel's increased legal service rates for FY 2016-17.

Contingencies/Departmental Reserves

There is net increase of \$144,987 in this expenditure category due to the allocation of additional revenues to Departmental Reserves. The balance in General Fund Reserves represents 18.1% of Net Appropriations, which exceeds the County's 2% Reserves policy.

NET COUNTY COST

There is an increase of \$463,915 or 8.3% in this Department's General Fund allocation.

County Counsel (1600B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	42.0	42.0	43.0	43.0		43.0	
Funded FTE	40.7	41.1	41.8	42.3	0.5	42.3	
 Total Requirements	8,011,043	9,161,368	11,406,378	12,088,683	682,305	12,618,902	530,219
Total Sources	7,054,979	6,399,403	6,068,455	6,510,398	441,943	6,576,702	66,304
Net County Cost	956,064	2,761,965	5,337,923	5,578,285	240,362	6,042,200	463,915

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; added cost of reclassifying a Deputy County Counsel position to a Chief Deputy County Counsel, addition of an extra help rising costs for contracts and internal service charges.

Total Requirements	Total Sources	Net County Cost	Positions
1,462,404	442	1,461,962	0

2. Increased Client Service Rates

Service rates for clients have been raised 12.6% to better align rates with those of other legal service providers. This will enhance performance by improving cost recovery efforts and ensuring funding is available for continued investments in technology and process improvements.

Total Requirements	Total Sources	Net County Cost	Positions
(780,099)	(441,501)	(1,221,600)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
682,305	441,943	240,362	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
601,619	0	601,619	0

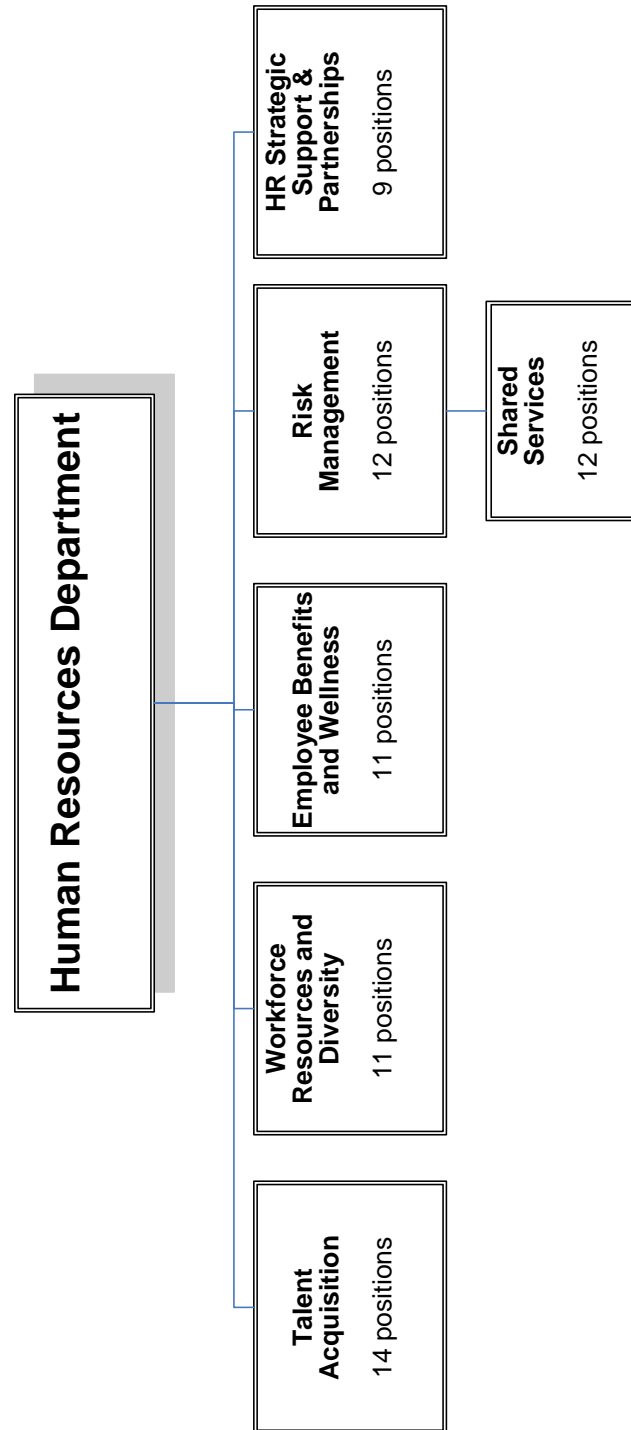
2. Increased Client Service Rates

Service rates for clients have been raised 3.6% to better align rates with those of other legal service providers. This will enhance performance by improving cost recovery efforts and ensuring funding is available for continued investments in technology and process improvements.

Total Requirements	Total Sources	Net County Cost	Positions
(71,400)	66,304	(137,704)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
530,219	66,304	463,915	0



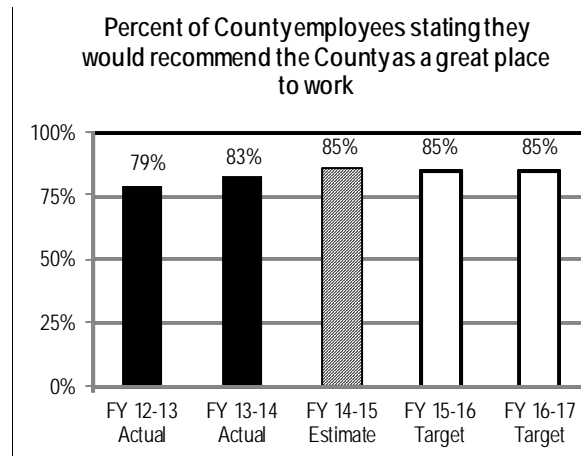
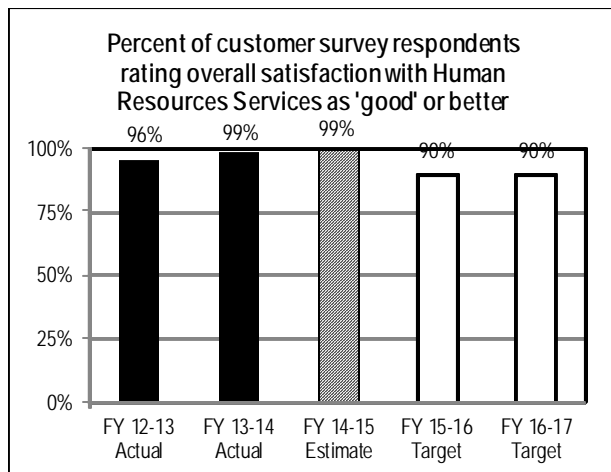
Department Locator

County

Administration & Fiscal

▷ Human Resources Department

Key Performance Measures



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, well-equipped and productive work environment for employees, their families, departments, and the public in order to maximize individual potential, increase organizational capacity and position San Mateo County as an employer of choice.

Overview

The Human Resources Department provides innovative and diverse services in the areas of talent management (recruitment, classification and compensation, organizational development, and training), employee and labor relations, employee benefits and wellness, equal employment opportunity, risk management, procurement and mail services. The Department also supports the Civil Service Commission, Commission on the Status of Women, LGBTQ (Lesbian, Gay, Bisexual, Transgender, and Queer) Commission, and Domestic Violence Council.

Major accomplishments in FY 2013-15 included:

- Launched Workday, the County's new personnel/benefits and payroll system, in April 2015. The project team, comprised of representatives from the Controller's Office, Information Services Department, and Human Resources Department, worked collaboratively to design, test and deploy the new system, which features payroll, personnel and benefits information. The web-based system is accessible on-demand and provides employees with the option to change personal information, review their payslips, change their beneficiaries and, during open enrollment, change their benefits. In addition, the system features automated workflow processes, reports and dashboards for supervisors and managers giving them timely data at their fingertips.
- Implemented Affordable Care Act (ACA) employer mandate by offering nearly 400 extra-help employees who work more than 30 hours per week an affordable health insurance plan (over 200 have enrolled as of April 2015).
- Expanded Resources for Supervisors and Managers by deploying various tools and resources:

- Leadership Training Matrix - A new tool/guide to ensure all new and existing managers/supervisors receive timely, core and essential information, training and resources to support individual and organizational success.
- Management Development Program – Re-launched the twelve month program designed to continue the professional development of managers, with sessions conducted by County executives.
- Updated Employee Relations (ER) Handbook – Easy-to-use format that provides uniform references, examples, and procedures and serves as a go-to reference for supervisors and managers, with each major topic (e.g., probationary periods, work schedules) offering a description, followed by answers to the most commonly asked questions and links to relevant sample letters, documents and policies.
- Employee and Labor Relations Mobile App – Developed an interactive Mobile App that provides managers, supervisors, and staff access to information about a variety of topics including probationary periods, leaves of absence, effective 1:1 meetings, coaching, and performance.
- Employee Onboarding – Developed various resources for supervisors and managers to enhance the onboarding experience, resulting in increased employee engagement, productivity and engagement. Resources include: web portal for both new employees and supervisors/managers; toolkit for supervisors/managers with guides and checklists; automated workflow process for the review/approval of County policies/forms; and a new “buddy” program.
- Continued to offer the Essential Supervisory Skills Academy - Core curriculum includes four interactive workshop sessions on how to supervise as a coach, setting performance and development goals, providing value-added feedback, and conducting performance evaluations. Since the Academy's launch in 2012, over 70% of the County's supervisors/managers have participated in the training.
- Launched and supported the LGBTQ Commission, which is the first LGBTQ-specific commission of its kind in California. Staff coordinated meetings, commission membership recruitment, strategic planning sessions, and events.
- Conducted the 4th Annual Employee Engagement Survey and launched various initiatives, including Telework resources, based on feedback from the prior year survey. Overall, 2,968 employees, or 58% of County staff, took the 2014 Employee Engagement Survey; a 3% increase over last year, and 12% increase in two years. Overall engagement levels increased with 78% of employees rating their experience working for the County as Very Good or Good, and 85% saying they would recommend the County to a friend as a great place to work.

In FY 2015-16 and FY 2016-17, Human Resources will focus on several initiatives to promote excellent customer service, high employee retention rates, resolution of claims prior to formal process, increase number of employees with performance plans, high promotion rates, high satisfaction with new hires, and increase employee engagement results:

- Expand Agile Organization – Several initiatives to the County's Agile Organization initiative will be deployed. The County's fellowship program will be expanded by developing additional partnerships with local universities. The program provides opportunities for recent graduates (primarily Masters in Public Administration and Public Policy) to participate in 2-year projects in various departments and provides a valuable talent pipeline for the County. The Department will also expand internship programs, including offering the Supported Training and Employment Program (STEP) year-round rather than solely during the summer. This program is offered to emancipated foster youth and provides participants with valuable on-the-job training and development. The Department will also continue to expand and evaluate the effectiveness of additional work delivery models including term, self-help and volunteers.
- Maximize HR Technology – The Human Resources Department will continue to support Workday and promote the full utilization of system features. In the upcoming year, Benefits will conduct open enrollment using Workday and the County will begin to use the system for performance evaluations and development goals. Resources will be

deployed to provide training and resources to departments. Other technology endeavors will include the marketing and deployment of the Employee Relations and Labor Mobile App, new employment/recruitment web portal, and the design and implementation of a Countywide Procurement Contract Management System.

- Deploy Strategic Talent Management/Succession Planning Initiatives – Based on the priorities established by the County's Succession Planning Committee, the Human Resources Department will deploy various initiatives to further develop employee competencies. An Executive Leadership Academy (ELA) will be launched for staff interested in promoting into department head/assistant/deputy level positions. The ELA will feature a competency skills assessment, skills development (training), and a rotational assignment (where participants gain "hands on" experience). Assessment tools for both the selection and development of supervisors and managers will also be offered. An assessment center will be offered to Management Analysts to identify skills, build competencies, and prepare them for development/professional opportunities. The County will also continue to expand the number of employees with performance and development plans through the Collaborative Performance Management System (CPMS) and offer the Essential Supervisory Skills Academy, Management Talent Exchange Program (MTEP), Internships, Management Development Program (MDP), training and development programs, including various programs through the Regional Training Consortium for Public Agencies. Additionally, in partnership with labor organizations, Human Resources will revitalize the Career Opportunities Program so that current employees continue to have opportunities to promote, transfer and/or change careers.
- Promote Employee Engagement – In an effort to increase employee engagement that sustains high levels of productivity and retention, the Human Resources Department will launch the annual survey in October of 2015 and 2016. As with prior surveys, the feedback received from employees will be used to enhance services and support. Some of the efforts that have been undertaken have included the creation of the Essential Supervisory Skills Academy to strengthen supervisor and manager's personnel management skills and the promotion of Telework, through the creation of various resources (e.g., guides, checklists, training). The next phase of the survey will involve an action-planning component that helps supervisors target specific areas of engagement improvement.

Human Resources Department (1700B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	8,140	3,755	10,000	10,000		10,000	
Intergovernmental Revenues		1,779					
Charges for Services	171,789	178,921	249,474	232,944	(16,530)	232,944	
Interfund Revenue	4,465,794	4,184,719	4,726,659	5,847,520	1,120,861	6,116,471	268,951
Miscellaneous Revenue	283,781	265,732	347,300	322,100	(25,200)	322,100	
Other Financing Sources	2,596	2,796	252,200	250,000	(2,200)	250,000	
Total Revenue	4,932,100	4,637,702	5,585,633	6,662,564	1,076,931	6,931,515	268,951
Fund Balance	825,146	668,032	995,991	1,144,775	148,784	744,775	(400,000)
TOTAL SOURCES	5,757,246	5,305,734	6,581,624	7,807,339	1,225,715	7,676,290	(131,049)
REQUIREMENTS							
Salaries and Benefits	8,465,671	8,497,288	10,178,574	11,856,804	1,678,230	11,900,244	43,440
Services and Supplies	1,969,193	1,999,834	2,472,733	3,074,340	601,607	2,669,340	(405,000)
Other Charges	764,180	881,798	898,056	1,257,366	359,310	1,138,184	(119,182)
Fixed Assets		79,652	475,000	525,000	50,000	250,000	(275,000)
Other Financing Uses		36,986	43,949	49,820	5,871	51,063	1,243
Gross Appropriations	11,199,045	11,495,558	14,068,312	16,763,330	2,695,018	16,008,831	(754,499)
Intrafund Transfers	(1,343,073)	(2,103,039)	(2,069,712)	(2,753,798)	(684,086)	(2,108,874)	644,924
Net Appropriations	9,855,972	9,392,519	11,998,600	14,009,532	2,010,932	13,899,957	(109,575)
Contingencies/Dept Reserves	500,000	456,807	456,807	456,807		456,807	
TOTAL REQUIREMENTS	10,355,972	9,849,326	12,455,407	14,466,339	2,010,932	14,356,764	(109,575)
NET COUNTY COST	4,598,725	4,543,592	5,873,783	6,659,000	785,217	6,680,474	21,474
AUTHORIZED POSITIONS							
Salary Resolution	63.0	64.0	65.0	69.0	4.0	70.0	1.0
Funded FTE	61.4	62.6	63.4	67.7	4.3	68.7	1.0

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$1,225,715 or 18.6% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Charges for Services

There is a decrease of \$16,530 in this funding source to reflect reduced reimbursement from the Court for human resources services.

Interfund Revenue

There is a net increase of \$1,120,861 in this funding source due primarily to reimbursement from trust funds to cover Risk Management and Benefits operational expenses. Other adjustments reflect decreased departmental agreements, offset by Human Resources Trust Fund receipts. Reimbursement from Department of Public Works for surplus property services has been transferred to the County Manager's Office/Office of Sustainability as the unit will be part of that Office beginning in FY 2015-16.

Miscellaneous Revenue

There is a net decrease of \$25,200 in this funding source primarily due to the elimination of surplus property sales receipts.

Other Financing Sources

There is a decrease of \$2,200 in this funding source due to the elimination of surplus property fixed assets sales receipts.

Fund Balance

There is an increase of \$148,784 in this funding source due to the carry-forward of several projects including Title II/ADA Capital Projects and appropriations for internships.

TOTAL REQUIREMENTS

Total Requirements increased by \$2,010,932 or 16.1% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,678,230 in this expenditure category primarily due to negotiated salary and benefit increases and the net addition of 4 positions. These position increases include: 2 Departmental System Analysts to provide Workday system support; 1 Human Resources Technician to provide benefits administration support; 1 Program Coordinator I to support the County's internship and fellowship programs; and 2 Management Analysts (Recruiters) to enhance the recruitment process and support customer-departments. Position reductions include the transfer of 1 Surplus Property Officer to the County Manager's Office/Office of Sustainability and the transfer of 1 Accountant II to the County Manager's Office (CMO) to provide fiscal support. Additional adjustments include funding for several Term positions and internships and fellowships as well as appropriations to cover costs associated with the implementation of the County's Procurement Contract Management System.

Services and Supplies

There is a net increase of \$601,607 in this expenditure category primarily due to the addition of appropriations for Succession Planning initiatives including an Executive Leadership Academy (ELA) that will include a skills assessment, skill development, and rotational assignment. New assessment tools will be introduced for the selection and development of supervisors and managers. Contract costs have also been adjusted to allow for the development of a recruitment brand and employment web portal as well as contract resources for Equal Employment Opportunity

(EEO) caseload investigations and implementation of a new Procurement Contract Management System. Other adjustments include the reduction in various accounts to reflect completion of prior year one-time projects.

Other Charges

There is a net increase of \$359,310 in this expenditure category primarily due to increases in facility charges, automation costs, and other internal service charges, including system implementation costs.

Fixed Assets

There is an increase of \$50,000 due to the roll-over of Title II/ADA Capital Projects.

Other Financing Uses

There is an increase of \$5,871 due to increased internal charges (facility rental surcharge).

Intrafund Transfers

There is a net increase of \$684,086 in this expenditure category primarily due to Non-Departmental offset for the implementation of a Procurement Contract Management System, partially offset by the reduction of reimbursement for one-time projects and various departmental agreements. This reduction is offset by increased receipts from the Human Resources Trust Fund. One-time reimbursement from Workday Project Reserves is included to offset costs of a Term position.

Departmental Reserves

There is no change in Reserves. The balance in General Fund Reserves represents 3.3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$176,616.

NET COUNTY COST

There is a net increase of \$785,217 or 13.4% in this Department's General Fund allocation.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$131,049 or 1.7% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Interfund Revenue

There is an increase of \$268,951 in this funding source from Risk Management and Benefits Trust Funds to offset operational expenses, including the offset of Workday staffing added in FY 2015-16.

Fund Balance

There is a decrease of \$400,000 in this funding source due to the elimination of prior year one-time projects and purchases, including Title II/ADA Capital Projects.

TOTAL REQUIREMENTS

Total Requirements decreased by \$109,575 or 0.8% from the FY 2015-16 Recommended to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$43,440 in this expenditure category due primarily to negotiated salary and benefit increases and the addition of one Management Analyst position to provide consultative employee and labor relations services to the Health System, partially offset by a reduction of one-time appropriations for Term positions and extra help.

Services and Supplies

There is a net decrease of \$405,000 in this expenditure category due to elimination of one-time projects, primarily in Shared Services/Procurement and Training and Development.

Other Charges

There is a net decrease of \$119,182 in this expenditure category due to reduction in one-time system implementation costs, partially offset by increased internal service charges, e.g., automation and facilities charges.

Fixed Assets

There is a decrease of \$275,000 due to the completion of one-time projects relating to Title II/ADA Capital Projects.

Other Financing Uses

There is an increase of \$1,243 due to increased internal charges (facility rental surcharge).

Intrafund Transfers

There is a net decrease of \$644,924 in this expenditure category primarily due to the completion of one-time projects, partially offset by reimbursement from the Health System for employee and labor relations services.

Departmental Reserves

There is no change in Reserves. The balance in General Fund Reserves represents 3.3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$178,808.

NET COUNTY COST

There is a net increase of \$21,474 or 0.3% in this Department's General Fund allocation, partially offset by the elimination of one-time funding for Workday staffing costs.

Human Resources Department (1700B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues		1,779					
Charges for Services	163,153	171,258	241,942	225,412	(16,530)	225,412	
Interfund Revenue	4,332,070	4,112,673	4,560,890	5,724,751	1,163,861	5,993,702	268,951
Miscellaneous Revenue	187,362	171,370	257,100	272,100	15,000	272,100	
Other Financing Sources			250,000	250,000		250,000	
Total Revenue	4,682,585	4,457,080	5,309,932	6,472,263	1,162,331	6,741,214	268,951
Fund Balance	798,700	668,032	992,387	1,071,133	78,746	721,133	(350,000)
TOTAL SOURCES	5,481,285	5,125,112	6,302,319	7,543,396	1,241,077	7,462,347	(81,049)
REQUIREMENTS							
Salaries and Benefits	7,107,852	7,230,911	8,546,949	9,636,333	1,089,384	9,971,007	334,674
Services and Supplies	1,818,050	1,866,955	2,335,839	2,459,879	124,040	2,334,879	(125,000)
Other Charges	561,678	680,802	671,264	803,719	132,455	818,811	15,092
Fixed Assets			475,000	525,000	50,000	250,000	(275,000)
Other Financing Uses		30,210	37,025	39,802	2,777	40,794	992
Gross Appropriations	9,487,580	9,808,878	12,066,077	13,464,733	1,398,656	13,415,491	(49,242)
Intrafund Transfers	(1,230,249)	(1,938,624)	(1,947,150)	(1,353,916)	593,234	(1,408,992)	(55,076)
Net Appropriations	8,257,332	7,870,254	10,118,927	12,110,817	1,991,890	12,006,499	(104,318)
Contingencies/Dept Reserves	500,000	456,807	456,807	456,807		456,807	
TOTAL REQUIREMENTS	8,757,332	8,327,061	10,575,734	12,567,624	1,991,890	12,463,306	(104,318)
NET COUNTY COST	3,276,047	3,201,948	4,273,415	5,024,228	750,813	5,000,959	(23,269)
AUTHORIZED POSITIONS							
Salary Resolution	51.0	52.0	52.0	57.0	5.0	58.0	1.0
Funded FTE	49.0	50.6	50.6	55.7	5.1	56.7	1.0

HR Strategic Support and Partnerships (1710P)

Program Locator

County

Administration and Fiscal Services

Human Resources

▷ **HR Strategic Support and Partnerships**

Program Outcome Statement

Increase organizational capacity through technology, partnerships, and financial performance

Program Results

Human Resources (HR) Strategic Support and Partnerships collaborates with departments, employees, external partners, and internal HR divisions to provide leadership, consultative and support services. Providing outstanding customer service is a priority for the Human Resources Department. In FY 2013-14 over 99% of Human Resources customers have rated services provided as good or better, exceeding the Countywide target of 90%. The HR Department strives to ensure financial stability and keep operational costs low. The cost per capita is at \$13, which is lower than other bay area counties. HR continues to maintain a reserve balance of 3% of Net Appropriations, exceeding the County's 2% requirement. During the year, 89% of quality and outcome measures were met.

The Human Resources Department continues to deploy strategies that enhance performance, customer service, and efficiencies, including: collaborating with the Controller's Office and Information Services Department to implement Workday – the County's new personnel/payroll system that launched in April 2015; supporting the County's Agile Organization initiative, including expanding internship and fellowship opportunities; conducting priority-setting sessions and publishing the Human Resources 5-Year Strategic Plan, which highlights the Department's vision, goals, and priorities; providing commission support that included hosting the 30th Annual Women's Hall of Fame and coordinating the newly created LGBTQ (Lesbian, Gay, Bisexual, Transgender and Queer) Commission activities; completing new hire onboarding resources (website, checklists and guides); and conducting the 4th annual Employee Engagement Survey.

In the upcoming year, staff will continue to leverage Workday to ensure full utilization, conduct the 5th annual Employee Engagement Survey, and launch the Management Talent Exchange Program (MTEP), which provides emerging leaders from local public-sector agencies the opportunity to participate in a 3-month assignment at another agency. In addition, beginning in FY 2015-16, several administrative functions (accounting, budget development/monitoring, personnel/payroll) that were performed by HR for other departments (County Manager's Office/Board, Public Safety Communications, Coroner's Office) will be transferred to the County Manager's Office or respective department. HR will work with these departments to minimize disruption of services.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of customer survey respondents rating overall satisfaction with services good or better	96%	99%	99%	90%	90%
Quality and Outcome Measures meeting performance targets	70%	89%	75%	75%	75%
Cost per Capita – County Human Resources vs. Surrounding Counties Average	---	---	\$13 / \$33	\$17 / \$33	\$16 / \$33

HR Strategic Support and Partnerships (1710P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	10.0	9.0	9.0	9.0		9.0	
Funded FTE	9.2	9.0	9.0	9.3	0.3	9.3	
 Total Requirements	 2,240,162	 1,721,826	 2,446,888	 2,650,767	 203,879	 2,672,907	 22,140
Total Sources	1,230,446	1,176,882	1,238,626	1,546,514	307,888	1,546,514	
Net County Cost	1,009,715	544,944	1,208,262	1,104,253	(104,009)	1,126,393	22,140

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. Revenue adjustments include increased Fund Balance which offsets intern costs and reimbursement from trust fund receipts to offset decreased departmental agreements.

Total Requirements	Total Sources	Net County Cost	Positions
198,296	206,692	(8,396)	0

2. Countywide Intern/Fellow Coordinator

With the implementation of the County's Agile Organization initiative, departments are expanding the use of various work delivery types, including interns and fellows. Further growth is expected beginning this summer as the

organization expands new partnerships with San Francisco State University and explores partnerships with USF, and UC Berkeley to employ recent Masters in Public Administration and Public Policy graduates as County Fellows. A Countywide Intern/Fellow Coordinator is added to administer the program. In addition, the position will also support the Regional Internship Program and Supported Training and Employment Program (STEP) for emancipated foster youth, which is anticipated to expand from a summer to year-round program, and other internship programs. Fellows and interns are expected to become a vital talent pipeline as the Bay Area employment market becomes more challenging. The position is offset by Human Resources Trust Fund receipts. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
101,196	101,196	0	1

3. Transfer Administrative Services Provided to Other Departments

The Human Resources currently provides administrative support services for various departments, including the County Manager's Office/Board of Supervisors (accounting and personnel/payroll), Public Safety Communications (budget development/monitoring and personnel/payroll), and Coroner's Office (personnel/payroll). Based on changing services and organizational structures, beginning in FY 2015-16, these administrative services will be transferred to the County Manager's Office or respective department. As a result, an Accountant is transferred to the County Manager's Office. Reimbursements previously received (via Intrafund Transfers) from Public Safety Communications and Coroner's Office have been eliminated, with a corresponding decrease to extra help to offset reduced funding sources. The Department's Net County Cost is decreased and a corresponding increase is reflected in the County's Manager's Office budget.

Total Requirements	Total Sources	Net County Cost	Positions
(95,613)	0	(95,613)	(1)

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
203,879	307,888	(104,009)	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
22,140	0	22,140	0

Employee Benefits and Wellness (1720P)

Program Locator

County

Administration and Fiscal Services

Human Resources Department

▷ **Employee Benefits and Wellness**

Program Outcome Statement

Optimize health and productivity through effective benefit/wellness programs

Program Results

Employee Benefits and Wellness provides comprehensive and accessible benefits, services and programs to eligible employees, retirees, and their dependents to enhance quality of life and to help recruit and retain top employees. The program also offers wellness and work-life programs that improve employee health and well-being and promote a healthy work environment.

For the seventh year, the County has been recognized as a Fit-Friendly organization at the Platinum level by the American Heart Association, an award given to employers that create a culture of health by championing employee wellness. In FY 2013-14, nearly 2,500 employees participated in wellness screenings, which were offered Countywide and are anticipated to improve employee health and result in long-term cost savings. Of those referred to high-risk Wellness Coaching services, 65% completed the program. In addition, 97% of employees attending health promotion classes report that they change their behavior and utilized skills learned after attending courses.

Program staff continue to focus on enhancing customer service by expanding health care plan options and technology, including implementation of the Affordable Care Act (ACA), business process re-engineering and expansion of benefit education/communications to employees. During the year, staff: enhanced benefits communication by offering benefits orientations to all new hires; met the ACA employer mandate by offering almost 400 extra-help employees who work more than 30 hours per week into an affordable health insurance plan (over 200 have enrolled so far); provided Workday support relating to the design, testing and implementation of the Benefits module; and created and supported a new labor-management Benefits Committee to evaluate mutually-agreeable improvements to the County's benefits programs. In the current fiscal year, staff brought benefits administration back in-house with the launch of Workday. Open enrollment will be offered through Workday and resources have been added to provide system support. Other initiatives in the upcoming year include implementing recommendations identified by the Benefits Committee.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of customer survey respondents rating overall satisfaction with services good or better:					
- Active	83%	---	90%	90%	90%
- Retirees	93%	---	90%	90%	90%
- Wellness/Work Life	92%	97%	90%	90%	90%
Percent completion rate of employees who participated in high-risk Wellness Coaching services	---	62%	65%	66%	67%
Cost per Active Participant vs. Bay Area Counties* (Data Development)	\$12,641/---	\$13,290/---	\$13,428/---	\$14,099/---	\$14,804/---

*Average annual (calendar year) County contribution to an active employee's health premium

Employee Benefits and Wellness (1720P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	7.0	8.0	8.0	11.0	3.0	11.0	
Funded FTE	7.0	8.0	8.0	11.0	3.0	11.0	
 Total Requirements	 1,684,593	 1,406,573	 1,754,296	 2,356,649	 602,353	 2,397,035	 40,386
Total Sources	1,684,594	1,406,573	1,700,651	2,022,977	322,326	2,230,199	207,222
Net County Cost	0	1	53,645	333,672	280,027	166,836	(166,836)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including

County facility rent and Core IT Revenue adjustments include increased reimbursements, including from the Benefits Trust Fund to cover operational expenses.

Total Requirements	Total Sources	Net County Cost	Positions
167,485	221,130	(53,645)	0

2. In-House Benefits Administration

With the April 2015 launch of Workday, the County's new human resources information system (personnel/payroll) which includes a Benefits module, the organization will provide in-house benefits administration. As a result, a Human Resources Technician is added to handle the increased workload relating to service delivery, open enrollment assistance (through Workday self-service), plan design, and communication with health carriers. The position costs are fully offset by Benefits Trust Fund receipts, where savings have been generated in contract expenses due to bringing benefits administration in-house. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
101,196	101,196	0	1

3. Workday Support

The Human Resources Department is now responsible for managing various Workday modules/components, including compensation, supervisor organizational structure, benefit plan configurations, open enrollment, position control, negotiated salary and benefit increases, talent management (performance/succession planning), and system upgrades. Two Departmental System Analysts and one Term Office Specialist are included to provide these, primarily technical services. The Term position is funded by Workday Reserves (for one-year through an Intrafund Transfer) and the two regular positions are funded by the General Fund/Net County Cost. In FY 2016-17, one of these positions will be covered by the Benefits Trust Fund (due to anticipated contract reductions.)

Total Requirements	Total Sources	Net County Cost	Positions
333,672	0	333,672	2

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
602,353	322,326	280,027	3

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT. Increased costs are offset by the Benefits Trust Fund.

Total Requirements	Total Sources	Net County Cost	Positions
40,386	40,386	0	0

2. Workday Staffing Offsets

In FY 2016-17 the Human Resources Department anticipates contract reductions relating to the administration of various services including retiree health. Savings, reflected in the Benefits Trust Fund, will be used to cover Workday position costs included in FY 2015-16 and covered by the Net County Cost/General Fund. This offset reduces the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
0	166,836	(166,836)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
40,386	207,222	(166,836)	0

Risk Management (1730P)

Program Locator

County

Administration and Fiscal Services

Human Resources Department

▷ Risk Management

Program Outcome Statement

Identify, assess, monitor, and mitigate safety and insurance programs

Program Results

Risk Management ensures financial stability through appropriate identification, assessment and management of potential exposures to County assets and promotes employee and public safety through education, training and compliance for both employees and the public.

The number of workers' compensation claims remains at 11.9 per 100 FTE, which is slightly lower than the industry benchmark of 12 per 100 FTE's. Customer satisfaction with Risk Management remains strong with 99% of customer respondents rating services as good or better.

During the fiscal year, staff updated and distributed the County's Ergonomic Standards, issued a Request for Proposal for third-party Workers Compensation administrator, added staffing resources to provide loss analysis and prevention services for customer-departments and continued to deploy Repetitive Stress Injury software (RSI Guard), Company Nurse (a new process for reporting and triaging employee injuries), and iMitigate (an online self-assessment and interactive training tool for computer workstation users). In addition, Risk Management focused on the County's ADA Transition Plan, updated the ADA Site Evaluation Tool, prioritized the Plan's Facilities List, and conducted site evaluations. Playgrounds and parks were also inspected that resulted in recommendations to modify or update equipment as needed.

In the upcoming fiscal years, staff will focus on loss prevention, Title II /ADA Capital Projects, identifying trends through data analysis to mitigate exposure, enhancing technology for statistical reporting, and promoting RSI Guard Software, iMitigate and Company Nurse.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Number of workers' compensation claims (per 100 FTEs) - San Mateo County vs. ICMA ¹	12.6 / 12	11.9 / 12	11.9 / 12	12 / 12	12 / 12
Percent of customer survey respondents rating overall satisfaction with services good or better ²	97%	99%	90%	90%	90%
Expenditures for Liability Claims per Capita	---	\$4.75	\$4.85	\$4.95	\$5.05

¹ International City/County Management Association, 2011 Comparative Performance Measurement Report; data includes General Liability claims only .

² Customers are Supervisors and Managers.

Risk Management (1730P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	12.0	12.0	12.0	12.0		12.0	
Funded FTE	10.9	10.7	10.7	10.8	0.1	10.8	
 Total Requirements	 1,634,586	 1,766,564	 2,423,142	 2,601,832	 178,690	 2,388,561	 (213,271)
Total Sources	1,634,586	1,766,564	2,348,655	2,601,832	253,177	2,388,561	(213,271)
Net County Cost	0	0	74,487		(74,487)		

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT, partially offset by reductions in various office expense accounts. Other adjustments

reflect increased Fund Balance and corresponding appropriations for Title II/ADA accessibility projects. These costs are offset by the Risk Management Trust Funds.

Total Requirements	Total Sources	Net County Cost	Positions
178,690	253,177	(74,487)	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs, offset by reduction in Fund Balance and corresponding appropriations due to prior year completion of capital projects relating to Title II/ADA accessibility.

Total Requirements	Total Sources	Net County Cost	Positions
(213,271)	(213,27)	0	0

Talent Acquisition (1740P)

Program Locator

County

Administration and Fiscal Services

Human Resources Department

▷ **Talent Acquisition**

Program Outcome Statement

Ensure hiring of a highly qualified and diverse workforce

Program Results

Talent Acquisition provides innovative recruitment, selection, classification and compensation services. Annually, staff administer over 300 recruitments and process over 15,000 applications, which reflects an increase compared to previous years consistent with departments expanding services and filling positions. Satisfaction with new hires (98%) continues to be strong, as is overall customer satisfaction with services provided by program staff (100%). The time-to-fill is at 4 weeks for internal recruitments and 6 weeks for external recruitments, which is well below the industry standard. Promotion rates reflect that over 60% of management recruitments are filled with internal candidates and 46% of non-management positions are filled by internal candidates.

Major accomplishments during the year included: participating in a value stream mapping process and two subsequent week-long Kaizen events facilitated by the Health System's LEAP Institute to enhance the recruitment process; utilizing new technology tools to improve the candidate experience; expanding direct sourcing of candidates through social media sites; completing the Management Analyst classification study; conducting compensation studies as part of labor negotiations; expanding recruitment options for Term employment and fellowships; and managing the County's Supported Training and Experience Program (STEP), an internship program for emancipated foster youth.

In the upcoming fiscal years, program staff will continue direct sourcing for hard-to-fill positions, and furthering the use of social media in recruiting and in marketing the County as an employer of choice. In addition, a new employment web portal and branding efforts will be introduced and new pre-employment tests for supervisory and management recruitments will be deployed.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of clients satisfied with new hires after six months	98%	98%	90%	90%	90%
Time-to-Fill vs. ICMA (days) ¹	4 weeks / 6 weeks	4 weeks / 6 weeks	4 weeks / 6 weeks	4 weeks / 6 weeks	4 weeks / 6 weeks
• Internal	12 weeks	12 weeks	12 weeks	12 weeks	12 weeks
• External	ICMA	ICMA	ICMA	ICMA	ICMA
Percent of employees retained – 1 year, 5 years (Data Development)	---	---	---	---	---
Cost per recruitment vs. Bay Area Counties (Data Development)	\$3,288	\$4,159	\$3,660	\$4,968	\$4,726

¹ International City/County Management Association, 2010 Comparative Performance Measurement Report

Talent Acquisition (1740P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	10.0	12.0	12.0	14.0	2.0	14.0	
Funded FTE	10.0	11.9	11.9	13.7	1.8	13.7	
Total Requirements	1,260,693	1,347,803	1,599,019	2,223,039	624,020	2,285,478	62,439
Total Sources	192,374	160,251	282,312	527,975	245,663	527,975	
Net County Cost	1,068,319	1,187,552	1,316,707	1,695,064	378,357	1,757,503	62,439

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; inclusion of merit increases; increases in retirement contributions and health benefit costs; and partially offset by reductions in various office, technology, and contract accounts due to completion of one-time projects and purchases.

Total Requirements	Total Sources	Net County Cost	Positions
274,020	245,663	28,357	0

2. Recruitment Services/Talent Sourcing

The demand for recruitment services continues to grow as has the need to offer more innovative approaches to attracting qualified and diverse individuals to the County. To address this changing environment, two Recruiters (Management Analysts) are added to meet the needs of customer-departments, attract talent in a competitive market and continue to maintain a time-to-fill standard of 4 to 6 weeks, which is consistently below industry standards. Staff will also have the opportunity to revamp outdated examination tools and deploy active sourcing/applicant networking. In addition, appropriations are included to brand the County as an employer of choice, create an employment web portal and offer pre-employment assessment tools for supervisor and manager positions. The Net County Cost has been increased to cover these costs.

Total Requirements	Total Sources	Net County Cost	Positions
350,000	0	350,000	2

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
624,020	245,663	378,357	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
62,439	0	62,439	0

Workforce Resources and Diversity (1750P)

Program Locator

County

Administration and Fiscal

Human Resources Department

▷ **Workforce Resources and Diversity**

Program Outcome Statement

Increase individual potential and foster a productive work-environment

Program Results

Workforce Resources and Diversity is comprised of Employee and Labor Relations (ELR), Equal Employment Opportunity (EEO) and Training & Development. Performance remains strong with most employee relations and equal employment opportunity cases continuing to be resolved prior to formal process (97% EEO and 93% ELR in FY 2013-14). Caseloads are increasingly complex and require increased staff time to research, conduct investigations, and prepare for hearings. In FY 2013-14, twelve formal grievances were received, which is less than 1% of represented employees and lower than the ICMA benchmark. Program staff continue to offer and support a wide array of diverse instructor-led and online training to support our workforce with their performance and development goals. Over 95% of training participants indicate that they are utilizing the skills they learned during training sessions.

Program accomplishments during FY 2014-15 include: launching an Employee and Labor Relations (ER) App that provides information about a variety of topics (e.g., probationary periods, conducting effective 1:1 meetings, coaching, performance) for supervisors and manager's via their mobile device; updating the online Employee and Labor Relations Handbook; negotiating new labor agreements; assisting in supporting the Agile Organization initiative to expand work delivery models; deploying Countywide ethics training to all employees; re-introducing and redesigning the Management Development Program; developing a leadership training matrix tool that outlines the core and essential training courses for new and existing supervisors and managers; expanding the Regional Training Consortium course offerings; and offering training to supervisors and managers through the County's Training Program, Essential Supervisory Skills program, and customized training relating to EEO and labor and employee relations. In addition, Program staff launched the LGBTQ (Lesbian, Gay, Bi-Sexual, Transgender, and Queer) Commission. Initiatives during the next two fiscal years include expanding employee relations and EEO training for supervisors and managers, redesigning New Employee Welcome, launching a new Executive Leadership Academy, and deploying an online Leadership Library of resources which includes leadership development assessment tools for supervisors and managers.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2014-16 Target	FY 2016-17 Target
Percent of complaints resolved prior to formal process: - Equal Employment Opportunity - Employee and Labor Relations	91% / 97%	97% / 93%	90% / 90%	90% / 90%	90% / 90%
Ratio of employee grievances per employee subject to grievances - SMC vs. ICMA ¹	.29% / 1.00%	.26 / 1.00%	.50%/1.00%	.50%/1.00%	.50%/1.00%
Percent of participants utilizing skills or reporting change in behavior after attending training classes: Training and Development classes	93%	98%	90%	90%	90%

¹ International City/County Management Association, 2011 Comparative Performance Measurement Report

Workforce Resources and Diversity (1750P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	12.0	11.0	11.0	11.0		12.0	1.0
Funded FTE	12.0	11.0	11.0	11.0		12.0	1.0
 Total Requirements	 1,937,297	 2,084,294	 2,352,389	 2,735,337	 382,948	 2,719,325	 (16,012)
Total Sources	739,285	614,843	732,075	844,098	112,023	769,098	(75,000)
Net County Cost	1,198,012	1,469,452	1,620,314	1,891,239	270,925	1,950,227	58,988

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; increases in extra help costs; and increases in one-time projects and reimbursements.

Total Requirements	Total Sources	Net County Cost	Positions
207,948	112,023	95,925	0

2. EEO Investigation Services

In light of fluctuating Equal Employment Opportunity (EEO) caseload and high volume of complex cases, appropriations are added to cover contract services. Additional resources will assist with the handling of high-exposure EEO cases, allowing the County to continue to meet the requirement of conducting prompt and effective workplace investigations. The Net County Cost reflects the costs of these services.

Total Requirements	Total Sources	Net County Cost	Positions
50,000	0	50,000	0

3. Succession Planning Initiatives

The County continues its commitment to Succession Planning efforts that build and sustain a qualified workforce to meet current and future organizational goals. In addition to the several development programs available to employees at all levels of the organization, in the upcoming fiscal year, the County will offer a new Executive Leadership Academy (ELA) for senior level staff interested in promoting into department head/assistant/deputy positions. The ELA will include a skills assessment, skill development and rotational assignments. A new online leadership library, which includes development tools, will also be deployed to supervisors and managers and will feature key learning tracks/competencies with various resources including assessments, videos and e-books. The General Fund/Net County Cost will cover these costs.

Total Requirements	Total Sources	Net County Cost	Positions
125,000	0	125,000	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
382,948	112,023	270,925	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT and elimination of one-time projects and reimbursements.

Total Requirements	Total Sources	Net County Cost	Positions
(16,012)	(75,000)	58,988	0

2. Employee and Labor Relations Services

Additional employee and labor relations support will be provided to the Health System beginning in FY 2016-17. An Employee Relations Analyst (Management Analyst) will provide consultative services. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
165,947	0	165,947	0
(165,947)	0	(165,947)	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(16,012)	(75,000)	58,988	0

Shared Services (1780B)

Program Locator

County

Administration and Fiscal

Human Resources Department

▷ **Shared Services**

Program Outcome Statement

Provide quality and cost-effective mail and procurement services

Program Results

The Shared Services Program is comprised of Procurement and Mail Services. The Surplus Property Unit, previously part of the Shared Services Program, is transferred to the County Manager's Office/Office of Sustainability effective July 1, 2015.

During FY 2014-15, the Shared Services Program processed nearly four million pieces of mail and handled over \$55 million in purchasing requests. Program staff continue to focus on various strategies to enhance performance (customer satisfaction, cost-savings, and time to process) including standardizing commodities, offering training relating to purchasing practices, and deploying technology improvements. During the year, Shared Services Program implemented a new online bid system, deployed new mail sorters that reduced postage cost by using e-return receipts, expanded vendor agreements to leverage County resources and continued offering collaborative and consultative services to departments. In the upcoming fiscal years, initiatives will include deploying a new Procurement Contract Management System, developing an internal cross-training/development plan and establishing a Countywide Purchasing Committee/Users Group to promote best practices.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of customer survey respondents rating services good or better- Purchasing / Mail	77% / 84%	62% / 90%	75% / 90%	90% / 90%	9 0% / 90%
Cost of Purchasing Unit as a % of total purchases processed vs. Bay Area Counties (Data Development)	---	\$45	\$45	\$45	\$45
Total days from receipt of purchase requisition through purchase order ¹ County vs. ICMA	8 / 45	12 / 45	10 / 45	10 / 45	10 / 45

¹ International City/County Management Association, 2011 Comparative Performance Measurement Report

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2015 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and increases in extra help costs, offset by increased Fund Balance generated from prior year vacancy savings.

Total Requirements	Total Sources	Net County Cost	Positions
170,533	90,038	80,495	0

2. Transfer Surplus Property to Office of Sustainability

The County Manager's Office (CMO) recently created the Office of Sustainability and is now in the process of consolidating services that fall under this structure. The Surplus Property Unit will transfer to the Office of Sustainability beginning in FY 2015-16. The transfer includes one Surplus Property Officer and associated costs and offsets. The Net

County Cost has been reduced in this program and a corresponding increase will be reflected in the CMO/Office of Sustainability budget.

Total Requirements	Total Sources	Net County Cost	Positions
(176,491)	(105,400)	(71,091)	(1)

3. Purchasing Staff Development/Resources

Given the complexities of procurement practices, appropriations are included to cover staff development opportunities including training, certification, conferences, webinars and resource library. The Net County Cost has been adjusted to cover costs.

Total Requirements	Total Sources	Net County Cost	Positions
25,000	0	25,000	0

4. Countywide Procurement Contract Management System (PCMS)

The County will implement a new automated procurement contract management system. This workflow and archiving system will be used countywide to develop and manage the life cycle of independent contracts, construction contracts, vendor agreements, and leases with vendors, suppliers, and service providers from the point of negotiation through contract execution, amendment, renewal and termination. This new system will support and facilitate County contracting policies and procedures, provide an automated tool to improve compliance, improve the ability to develop, search, monitor and manage contracts, improve operational efficiency and effectiveness, and reduce overall time to manage contract processing. Appropriations are included to cover system implementation (contract expenses, temporary staffing and service charges e.g., automation). Non-Departmental will cover these costs via an Intrafund Transfer.

Total Requirements	Total Sources	Net County Cost	Positions
1,300,000	0	1,300,000	0
(1,300,000)	0	(1,300,000)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
19,042	(15,362)	34,404	(1)

FY 2016-17 Program Funding Adjustments

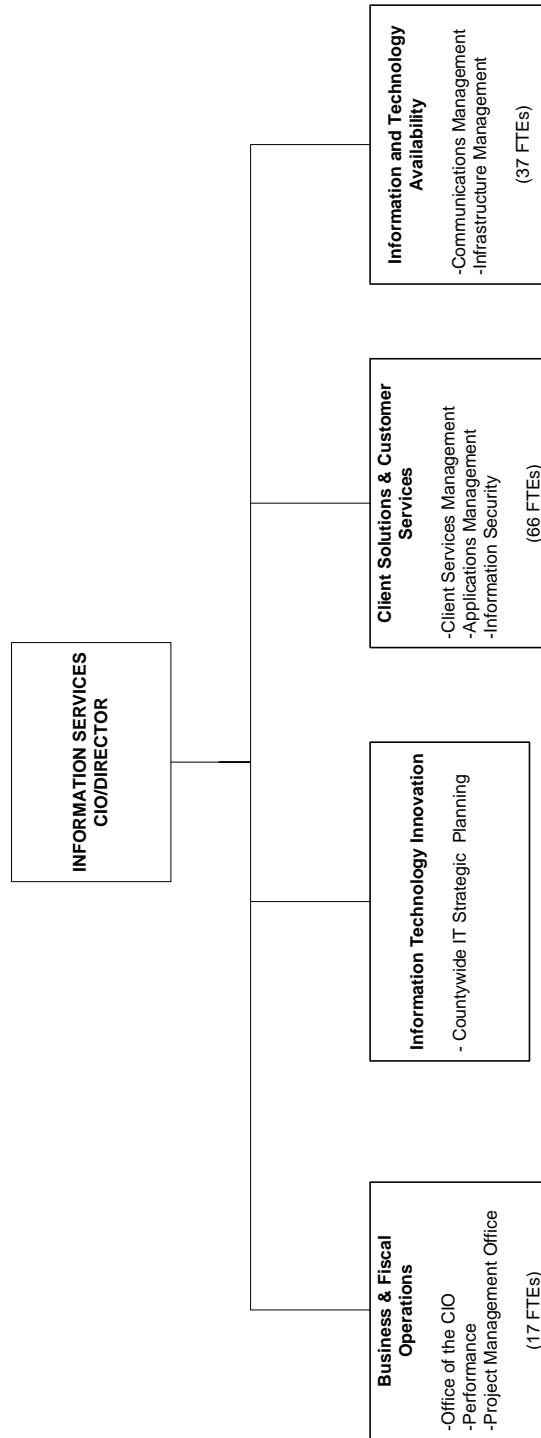
The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. Fund balance and corresponding one-time appropriations have been reduced.

Total Requirements	Total Sources	Net County Cost	Positions
(5,257)	(50,000)	44,743	0

INFORMATION SERVICES



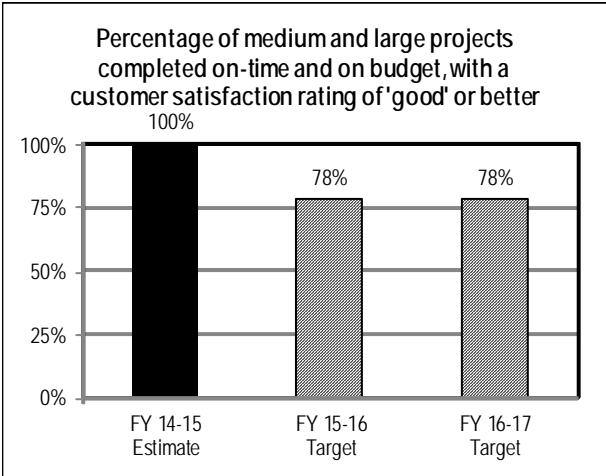
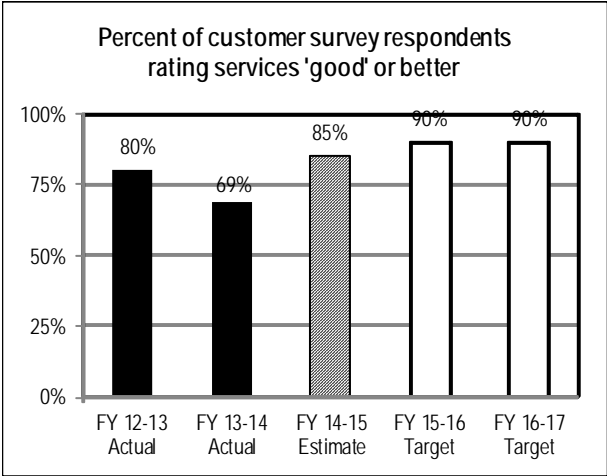
Department Locator

County

Administrative and Fiscal Services

➤ Information Services Department

Key Department Measures



Mission Statement

The mission of the Information Services Department (ISD) is to connect employees within the County government and to connect residents to their government. The Department strives to promote the effectiveness and efficiency of government and build stronger connections through reliable and secure infrastructure and applications, responsive service delivery, and the continued transparency of information.

Overview

To support this mission and vision, ISD provides technical services to over 9,000 users in San Mateo County government departments, external partner agencies, and the public. We provide close to 25 major services using a wide range of platforms, applications, and servers to ensure the highest availability for our customers' business needs. We also employ a responsive service desk to address customer concerns and troubleshoot service-related issues on a 24/7/365 basis, with staff on-call to respond to customers' operational support needs around the clock. Additionally, we have a professional Project Management Office (PMO) that enables us to ensure the timely delivery of customers' technology projects. Since a great many of our services are connected, our customers benefit from more cost-effective and efficient IT solutions. Our staff of business-savvy technology service professionals is adept at bundling services for the customer's best advantage and working closely with them to define, achieve, and measure their IT service goals.

Information Services Department (1800B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		629,993	6,155,008	9,288,412	3,133,404	8,000,000	(1,288,412)
Use of Money and Property	161,047	182,199	170,000	170,000		170,000	
Intergovernmental Revenues		5,415,104	1,459,900	2,964,278	1,504,378		(2,964,278)
Charges for Services	3,171,928	2,716,801	2,813,664	2,639,789	(173,875)	1,867,589	(772,200)
Interfund Revenue	13,464,899	8,377,121	5,628,618	11,508,142	5,879,524	11,039,494	(468,648)
Miscellaneous Revenue	18,437	762,990					
Total Revenue	16,816,311	18,084,208	16,227,190	26,570,621	10,343,431	21,077,083	(5,493,538)
Fund Balance	4,837,357	6,785,900	10,133,061	6,522,635	(3,610,426)	7,198,567	675,932
TOTAL SOURCES	21,653,668	24,870,108	26,360,251	33,093,256	6,733,005	28,275,650	(4,817,606)
REQUIREMENTS							
Salaries and Benefits	18,922,582	18,451,025	21,348,022	24,029,326	2,681,304	24,709,105	679,779
Services and Supplies	29,323,796	39,708,934	53,281,645	65,018,878	11,737,233	42,654,300	(22,364,578)
Other Charges	1,364,986	1,607,186	2,695,043	3,252,881	557,838	3,250,400	(2,481)
Fixed Assets	1,136,813	2,818,899	9,255,875	3,483,608	(5,772,267)	2,525,000	(958,608)
Other Financing Uses	285,804	509,243	515,475	531,608	16,133	536,391	4,783
Gross Appropriations	51,033,981	63,095,287	87,096,060	96,316,301	9,220,241	73,675,196	(22,641,105)
Intrafund Transfers	(36,166,213)	(48,358,240)	(67,258,442)	(70,421,612)	(3,163,170)	(53,274,045)	17,147,567
Net Appropriations	14,867,768	14,737,047	19,837,618	25,894,689	6,057,071	20,401,151	(5,493,538)
Contingencies/Dept Reserves	6,785,900	10,133,061	6,522,633	7,198,567	675,934	7,874,499	675,932
TOTAL REQUIREMENTS	21,653,668	24,870,108	26,360,251	33,093,256	6,733,005	28,275,650	(4,817,606)
AUTHORIZED POSITIONS							
Salary Resolution	113.0	115.0	114.0	120.0	6.0	120.0	
Funded FTE	112.5	114.5	114.1	119.5	5.4	119.5	

FY 2015-16 Budget Overview

TOTAL SOURCES

Total Sources increased by \$6,733,005 or 25.5% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Taxes

There is a net increase of \$3,133,404 in this funding source due to the awarding of Measure A funding for IT Technology projects and ongoing Network upgrade activities. This increase was partially offset by a decrease in Measure A funding used for one-time projects and purchases.

Intergovernmental Revenues

There is a net increase of \$1,504,378 in this funding source due to the inclusion Prop 172 funding for a Criminal Justice project to enhance the integration system used by our Criminal Justice Departments. This increase was partially offset by a decrease in Prop 172 funding used for one-time projects and purchases.

Charges for Services

There is a net decrease of \$173,875 in this funding source due to the elimination of funding for one-time projects and purchases for the Radio Upgrade Project.

Interfund Revenue

There is a net increase of \$5,879,524 in this funding source due to Core IT and other rate adjustments affecting non-general fund departments as well as inclusion of one-time projects for these departments.

Fund Balance

There is a net decrease of \$3,610,426 in this funding source due to the elimination of Fund Balance used for one-time projects and purchases in FY 2014-15. This decrease was partially offset by an increase in Reserves contributions collected in FY 2014-15.

TOTAL REQUIREMENTS

Total Requirements increased by \$6,733,005 or 25.5% from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$2,681,304 in this expenditure category due to the inclusion of negotiated increases, merit increases, increases in retirement contributions and health benefit costs as well the addition of six permanent staff and nine extra help staff. This increase was partially offset by the elimination of labor costs associated with Workday project.

Services and Supplies

There is a net increase of \$11,737,233 in this expenditure category due to increased support costs for new hardware and applications, one-time projects planned in the coming fiscal year and contingency staffing to augment existing staff to meet customer project demands. This increase was partially offset by the elimination of one-time projects and purchases.

Other Charges

There is a net increase of \$557,838 in this expenditure category due to increased service charges for facility rents and leases.

Fixed Assets

There is a net decrease of \$5,772,267 due to the addition of one time purchases /removal of one-time purchases from FY 2014-15.

Other Financing Uses

There is a net increase of \$16,133 in this expenditure category due to increased service charges for facility rents.

Intrafund Transfers

There is a net decrease of \$3,163,170 in this expenditure category due to the inclusion of one-time projects. This increase was partially offset by the elimination of one-time projects and purchases and the transfer of previously centrally funded Core IT services to service charges.

Contingencies/Departmental Reserves

There is net increase of \$675,934 in this expenditure category due to annual contributions to equipment reserves. The balance in General Fund Reserves represents 27.8% of Net Appropriations, which exceeds the County 2% Reserves policy by \$6,680,673. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

ISD has no Net County Cost.

FY 2016-17 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$4,817,606 or 14.6% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Taxes

There is a net decrease of \$1,288,412 in this funding source due to the elimination of funding for one-time Measure A projects and purchases. This decrease was partially offset by an increase in Measure A funding for FY 16-17.

Intergovernmental Revenues

There is a net decrease of \$2,964,278 in this funding source due to the elimination of funding for one-time Prop 172 projects and purchases.

Charges for Services

There is a net decrease of \$772,200 in this funding source due to the elimination of funding for one-time project and purchases for the Radio Upgrade project.

Interfund Revenue

There is a net decrease of \$468,648 in this funding source due to the elimination of one-time projects for non-General Fund Departments. This decrease was partially offset by an increase in service charges due to rate increases to recover MOU negotiated increases.

Fund Balance

There is a net increase of \$675,932 in this funding source due to the inclusion of reserves collected during FY 2015-16.

TOTAL REQUIREMENTS

Total Requirements decreased by \$4,817,606 or 14.6% from the FY 2015-16 Revised to the FY 2016-17 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$679,779 in this expenditure category due to the inclusion of negotiated increases, merit increases, increases in retirement contributions and health benefit costs.

Services and Supplies

There is a net decrease of \$22,364,578 in this expenditure category due to the elimination of one-time projects and purchases. This decrease was partially offset by increases to hardware and software support costs.

Other Charges

There is a net decrease of \$2,481 in this expenditure category due to a reduction in county lease costs for PC's. This decrease was partially offset by increases in facility rent and lease costs.

Fixed Assets

There is a net decrease of \$958,608 due to the addition of one time purchases /removal of one-time purchases from FY 2015-16.

Other Financing Uses

There is a net increase of \$4,783 in this expenditure category due to increases in facility rent and lease costs.

Intrafund Transfers

There is a net decrease of \$17,147,567 in this expenditure category due to the elimination of one-time projects for General Fund Departments. This decrease was partially offset by an increase in service charges due to rate increases to recover MOU negotiated increases.

Contingencies/Departmental Reserves

There is net increase of \$675,932 in this expenditure category due to due to annual contributions to equipment reserves. The balance in General Fund Reserves represents 38.6% of Net Appropriations, which exceeds the County 2% Reserves policy by \$7,466,476. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

ISD has no Net County Cost.

Information Technology Administrative Services (1810P)

Program Locator

County

Administration and Fiscal Services

Information Services Department

▷ **Business & Fiscal Operations**

Program Outcome Statement

Provide effective and timely business support services for the department and its customers as well as provide project management services for department projects.

Program Results

As part of the County's goal to standardize performance management practices for the administrative support programs, five new measures have been implemented to improve and monitor factors which contribute to overall service delivery. The Customer Satisfaction measure will provide an overall indication of how services within this program are performing; cost per capita helps with the management of cost; the employee evaluations and outcome-efficiency measures help to ensure value thru performance; and the employee engagement supports sustainability of the services over time.

The County beat the benchmark of Bay Area Counties in terms of percentage of IT FTEs to support a County Employee, demonstrating that cost control management measures have been successful. However, other metrics such as customer satisfaction, employee satisfaction, and meeting department-wide outcome and efficiency goals and benchmarks, were below target. It is clear that there is a need to continue to focus on improving operational support department-wide. This performance is based on multiple factors (discussed in the separate division reports), but ISD believes metrics will be improved by the employee training, employee mentoring in conjunction with CPMS, network upgrade, Service Desk system and procedure improvements, and the rollout of new desktop productivity applications such as Office365 and WorkDay. An additional factor has been that with greater centralization of IT procurement, ISD has seen a significant increase in the number and complexity of contracts for services. As such, the Business and Fiscal Operations Division will be hiring a new contract administrator to expedite processes related to contracts and procurement. Lastly, ISD has hired an Assistant CIO whose focus will be on standardizing service practices, updating and improving policies and procedures, and overall focusing on operational excellence.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of outcome and efficiency goals and benchmarks met	---	---	40%	60%	70%
Percentage of Customer Survey respondents rating services 'good' or better	---	---	68%	80%	85%
Percentage of an IT FTE to support each employee	---	---	3.21%	3.71%	3.71%
Percent of employee evaluations completed annually	28%	97%	95%	95%	100%
Percentage of employees rating working with County of San Mateo as good or better	62%	72%	---	75%	75%

Information Technology Administrative Services (1810P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	15.0	15.0	15.0	17.0	2.0	17.0	
Funded FTE	15.0	15.0	15.0	17.0	2.0	17.0	
 Total Requirements	(22,039,510)	(37,291,348)	(502,710)	152,848	655,558	157,763	4,915
Total Sources	12,845,361	10,775,242	83,188	152,848	69,660	157,763	4,915
Net County Cost	(34,884,871)	(48,066,590)	(585,898)		585,898		

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Total Requirements	Total Sources	Net County Cost	Positions
655,558	69,660	585,898	0

2. Position Changes

Two permanent and two Agile Extra Help positions have been added to provide additional support to the Department and its customers in the areas of operational oversight, contract administration, performance management and project management.

Total Requirements	Total Sources	Net County Cost	Positions
721,796	0	0	2
(721,796)	0	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
655,558	69,660	585,898	2

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
4,915	4,915	0	0

Information and Technology Availability (1830P)

Program Locator

County

Administration and Fiscal Services

Information Services Department

▷ Information and Technology Availability

Program Outcome Statement

Provide secure, highly available infrastructure and Information Technology services.

Program Results

ISD availability of core services has exceeded on average both our target and industry benchmark, however we always strive for continual improvement in reliability and accessibility. The new P25 radio system and the planned network upgrades will ensure that availability remains high and that the County will keep pace with the changing needs and utilization of cloud based systems such as Workday and Office 365. New monitoring systems have been installed to help proactively monitor the network, and virtual systems and new servers and storage systems will replace aging virtual infrastructure to ensure sure that performance, cost, and availability remain consistent for the virtual servers.

For the performance measure 'Percentage of Tier 2 Severity 1 (Critical) tickets responded to within 1 hour', Information and Technology Availability did not achieve its target in this area. The Program is working to train staff on a new P1 incident response process to ensure that critical tickets are responded to in a timely manner.

For the performance measure 'Customer Satisfaction with Services', ISD sent out a baseline survey in Q4 2014 regarding ISD services. The percentage of customers (San Mateo County employees) rating ISD Operation's overall services good or better was 74.4%, below our target of 85%. Some of the lowest score included Network Access and Mobile Access. The Program believes that much of this shortfall is due to need for bandwidth (speed) improvements in the County network and Internet access. Some of ISD's larger projects this year, including the network upgrade, should significantly improve the accessibility, speed, and reliability of our services. Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Availability of Core Services (Datacenter, Network, Radio, and PBX)	---	---	99.88%	99.7%	99.7%
Percentage of Severity 1 (Critical) tickets responded to within 1 hour	---	---	33.33%	85%	85%
Percentage of Customer Survey respondents rating services as 'good' or better	---	69.97%	74.36%	80%	85%

Information and Technology Availability (1830P) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	49.0	49.0	49.0	37.0	(12.0)	37.0	
Funded FTE	48.5	48.5	48.5	37.0	(11.5)	37.0	
 Total Requirements	22,052,312	15,973,130	9,097,767	7,596,344	(1,501,423)	8,295,659	699,315
Total Sources	7,689,815	4,772,534	8,863,142	7,596,344	(1,266,798)	8,295,659	699,315
Net County Cost	14,362,498	11,200,596	234,625		(234,625)		

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the transfer of 12 positions to the Client Services Program as part of department reorganization to better support customers and increase customer satisfaction.

Total Requirements	Total Sources	Net County Cost	Positions
(1,501,423)	(1,266,798)	(234,625)	(12)

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
699,315	699,315	0	0

Client Services (1840P)

Program Locator

County

Administration and Fiscal Services

Information Services Department

▷ Client Solutions & Customer Services

Program Outcome Statement

The Client Services program provides responsive, reliable support while continuously improving customer satisfaction for all ISD services.

Program Results

To better reach and achieve the industry standard goals, ISD has begun to implement new tools and processes which will help us track more requests through our service desk, reduce the number of incidents through better proactive communication and alerts, and build more consistency. ISD believes that the new Information Technology Service Management (ITSM)/Service Desk system, ServiceNow, will provide better ticket resolution and response information along with randomized surveys for more accurate and timely feedback. With the next phase of implementation focusing on automated asset management and a configuration management database (CMDB), ISD expects to provide better asset life cycle management as well as more informative and proactive change notifications to ensure minimal downtime and current versions. ISD also anticipates that the completion of the new projects such as the Workday and Office365 implementations will, over time, reduce the number of incidents and support requests.

For the performance measure 'Percentage of Ticket Resolution', the County performed significantly below its target and benchmark for both the Percentage of Tier 1 ticket resolution at first call and the percentage of Severity 1 tickets responded to within one hour. The Service Desk is an area of focus with the new service desk system, ServiceNow and the requirement of additional training and procedural workflows, staff are coming up to speed while maintaining operational tasks. Client Solutions & Customer Services believes that the new ITSM system will allow us to be more effective in resolving customer issues in general and with being proactive in identifying and resolving system outages before users call in the problem.

For the performance measure 'Customer Satisfaction with Services', Client Solutions & Customer Services sent out a baseline survey in Q4 2014. The percentage of customers (San Mateo County employees) rating Client Solutions' overall services 'good' or better was 78.6%, below our target of 85%. Some of the biggest trouble spots included Desktop Services, Groupwise, and the Service Desk. We believe that the new ITSM system will improve responsiveness and effectiveness of the Service Desk along with some of the break-fix issues related to desktops. In addition, the migration later this year to the Office365 suite of mail and document sharing should vastly improve customer satisfaction with the core communication and productivity applications.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percentage of Customer Survey respondents rating services as 'good' or better	---	---	75.58%	80%	85%
Percentage of Severity 1 (Critical) tickets responded to within 1 hour	---	---	30%	50%	65%
Percentage of Ticket Resolution at first call	---	35%	40%	85%	85%

Client Services (1840P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Salary Resolution	49.0	51.0	50.0	66.0	16.0	66.0	
Funded FTE	49.0	51.0	50.6	65.5	14.9	65.5	
 Total Requirements	18,819,173	25,107,830	8,785,955	12,318,974	3,533,019	11,822,228	(496,746)
Total Sources	1,118,492	4,155,528	8,434,682	12,318,974	3,884,292	11,822,228	(496,746)
Net County Cost	17,700,681	20,952,302	351,273		(351,273)		

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and the transfer of 12 positions from the Technology Availability Program as part of department reorganization to better support customers and increase customer satisfaction.

Total Requirements	Total Sources	Net County Cost	Positions
2,649,182	3,000,455	(351,273)	12

2. Position Changes

Four permanent positions and seven Extra Help positions have been added to provide additional support for the County's Workday application, Criminal Justice applications, GIS applications, security functions, and increased customer service for desktop services.

Total Requirements	Total Sources	Net County Cost	Positions
1,747,997	0	0	4
(1,747,997)	0	0	0

3. Customer Projects

Funding has been included for Customer project contracts and purchases, to include computer replacements and other upgrades.

Total Requirements	Total Sources	Net County Cost	Positions
883,837	883,837	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
3,533,019	3,884,292	(351,273)	16

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(961,809)	(961,809)	0	0

2. Customer Projects

Funding has been included for Customer project contracts and purchases, which includes computer replacements and other upgrades.

Total Requirements	Total Sources	Net County Cost	Positions
465,063	465,063	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(496,746)	(496,746)	0	0

Information Technology Innovation (1844P)

Program Locator

County

Administration and Fiscal Services

Information Services Department

▷ **Information Technology Innovation**

Program Outcome Statement

Promote the effectiveness and efficiency of government and build stronger connections through innovative solutions and open technology and data, all in the environment where technology and user behavior is constantly changing.

Program Results

ISD proposed thirty major projects that were aligned with the County Strategic Plan to modernize county infrastructure and applications; 28 projects were funded, and all are currently underway. By June 2015, ISD expects to have made significant progress on all 28 projects and to have completed more than 50% of these projects. Priorities for FY 2015-17 include the completion of a new five-year strategic plan; an upgrade of County network infrastructure; rollout of additional public and county facility WiFi sites; continued increase of usage of County's Open Data Portal and GIS applications (see below); and completion of key projects such as the Criminal Justice Integration, Office 365, Exchange, SharePoint, and the Assessment and Tax system.

ISD worked with Human Resources and County Counsel to draft a new Mobile Device policy for the County, which is now in place. ISD is working with Departments to deploy and support as many mobile devices as is fiscally prudent. The result of this program will be County staff who are better connected to County systems via smart phones and tablets.

ISD has deployed an Open Data Portal to enhance staff and public access to data sets. By creating this portal, ISD hopes to allow ad hoc analysis of data, creation of new applications, and transparent access to government data by the public. The number of annual site views of the Open Data portal beat our target by 64%, although the Open Data Portal is still in its relative infancy compared to that in San Francisco, for example. ISD will continue to work with Departments to help facilitate the release of additional data sets. By allowing the public direct access to data, the County gains the benefit of reduced public requests for information to Departments and the subsequent staff time to respond. Priorities for FY 2015-17 included continued release of new data sets by Departments, and enhancements to the data portal based on customer feedback.

For the performance measure 'Annual End User Computing Cost per Device', the actuals were very close to target, over by only 0.6%. For the performance measure 'Customer Satisfaction with Services', the Department sent out a baseline survey in Q4 2014 regarding services. The percentage of customers (San Mateo County employees) rating ISD's innovative services 'good' or better was 90.91%, above our target of 85%. This is largely the result of significant progress around the County's Open Data Portal.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percentage of County Budget Spent on Innovation	---	---	3.21%	3.71%	3.71%
Annual end user computing cost per Personal Computing Device	---	\$659	\$659	\$655	\$655

Information Technology Innovation (1844P)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	2,821,692	21,080,496	8,979,239	13,025,090	4,045,851	8,000,000	(5,025,090)
Total Sources		5,166,804	8,979,239	13,025,090	4,045,851	8,000,000	(5,025,090)
Net County Cost	2,821,692	15,913,692					

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT; and to back out one-time projects and purchases.

Total Requirements	Total Sources	Net County Cost	Positions
(8,979,239)	(8,979,239)	0	0

2. Countywide IT Initiatives

Countywide IT initiatives have been included to include continuation of existing projects and new infrastructure improvements, including operating system and productivity tool upgrades, the County Data Center's relocation, network and wifi upgrades, and public wifi.

Total Requirements	Total Sources	Net County Cost	Positions
13,025,090	13,025,090	0	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
4,045,851	4,045,851	0	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; merit increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
(13,025,090)	(13,025,090)	0	0

2. Countywide IT Initiatives

Countywide IT initiatives have been included to include continuation of existing projects and new infrastructure improvements, including operating system and productivity tool upgrades, the County Data Center's relocation, network and wifi upgrades, and public wifi.

Total Requirements	Total Sources	Net County Cost	Positions
8,000,000	8,000,000	0	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(5,025,090)	(5,025,090)	0	0

Grand Jury (1920B)

Program Locator

County

Administrative and Fiscal Services

▷ **Grand Jury**

Program Outcome Statement

Conducts civil investigations of county and city government operations

Program Results

The Civil Grand Jury is a judicial body composed of nineteen citizen volunteers who serve as the “watchdog” for citizens of the County. The panel of grand jurors conducts civil investigations on subjects related to the operations of local government. Citizens can request an inquiry by the Civil Grand Jury on any subject of interest. The independent panel has discretion over which subjects will be investigated. The Independent Contractor that audits the County’s financial statements is also budgeted in this program.

The FY 2013-14 Grand Jury conducted nine investigations and published nine official reports: What is the Price of Dysfunction? The San Mateo County Harbor District; Is the New Devil’s Slide Trail Safe?; Reducing the Incidents and Impact of Elder Financial Abuse in San Mateo County; Inmate Welfare Trust Fund; San Mateo County Detention Facilities: An Overview; Educational Frenemies: Can Charter schools Inspire Better Student Outcomes in Public Schools in San Mateo County?; Is the San Mateo County Event Center Earthquake Safe?; Food Safety: Increasingly in the News; Partly Cloudy with a Chance of Information: Investigating the Transparency of Independent Special Districts’ Websites.

At the end of each official report, the Grand Jury makes recommendations that require a response within ninety days for the Board of Supervisors and sixty days for elected officials. Each recommendation requires one of the following responses: the recommendation has been implemented, the recommendation has not yet been implemented, the recommendation requires further analysis, or the recommendation will not be implemented.

Performance Measures

	FY 2012-13 Actual	FY 2013-14 Actual	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Percent of time that the County's financial statements are fairly stated in all material respects	100%	100%	100%	100%	100%
Percent of Grand Jury recommendations that San Mateo County elected officials and staff agreed to implement or have already implemented	50%	66%	50%	50%	50%
Number of Official Grand Jury reports	13	9	---	---	---

Grand Jury (1920B)
Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	569,668	493,626	554,693	112,589	(442,104)	114,731	2,142
Net County Cost	569,668	493,626	554,693	112,589	(442,104)	114,731	2,142

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
7,048	0	7,048	0

2. Transfer Financial Audit Services Contract to Non-Departmental

The Grand Jury can choose, but is not required, to use the County's financial audit services contract in the performance of its responsibilities. Funding for the annual financial audit has been moved to the Non-Departmental budget.

Total Requirements	Total Sources	Net County Cost	Positions
(449,152)	0	(449,152)	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS FY 2016-17 Program Funding Adjustments

Total Requirements	Total Sources	Net County Cost	Positions
(442,104)	0	(442,104)	0

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of negotiated labor increases; health benefit cost increases; internal service charge increases, including County facility rent and Core IT.

Total Requirements	Total Sources	Net County Cost	Positions
2,142	0	2,142	0

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Non-Departmental Services (8000B)

Budget Unit Locator

County

Administrative and Fiscal Services

▷ **Non-Departmental Services**

Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenues, including property tax, sales and use tax, transient occupancy tax (TOT), interest earnings, and overhead recovered from Non-General Fund departments through the A-87 cost plan. These revenues, along with Non-Departmental Fund Balance, are used to offset any Net County Cost in General Fund departments. This budget unit also includes appropriations that benefit many or all departments such as Countywide IT projects, facility repairs, capital improvement projects, debt service payments, Countywide elections, Children's Health Initiative, and retiree health contributions.

The County has four categories of General Fund Reserves: Non-Departmental Reserves, ERAF Reserves, Contingencies, and Departmental Reserves. The County's Reserves Policy stipulates that the General Fund maintain a 5% General Reserve and a 3% Contingency and that operating departments maintain a 2% Departmental Reserve. The 5% General Reserve and the 3% Contingency are budgeted here. On January 31, 2012, the Board of Supervisors amended the Reserves Policy to use 50% of Excess ERAF on an ongoing basis. ERAF Reserves continue to be used for one-time uses, such as capital and IT projects, pay down of unfunded liabilities, debt retirement, and productivity enhancement and cost avoidance projects.

Program Results

There were three major initiatives undertaken during the past two fiscal year that have had a positive impact on the County's long-term finances: the financing of the Maple Street Correctional Center, the continued pay down of the County's unfunded pension liability, and the implementation of several Board approved Measure A initiatives.

The County issued \$175 million in lease revenue bonds to finance the Maple Street Correctional Center Project, which funded architectural design, construction and land acquisition costs. The County was able to garner a favorable 3.04% all-in true interest cost due to strong credit ratings and an accelerated payment structure.

The County continued its pay down of the unfunded pension liability which began in FY 2013-14. The additional pension contributions over ten years of \$140 million and the commitment to fund the retirement system at an accelerated blended rate of 38% through FY 2022-23, will save the County \$300 million over the next 30 years and result in significant annual savings by FY 2023-24, when the Measure A Half-Cent Sales Tax is scheduled to sunset.

There were three Measure A funded initiatives appropriated in Non-Departmental Services: North County health services (through a tri-party agreement with the Health Plan of San Mateo and Seton Medical Center), an agreement with SamTRANS for paratransit trips for the elderly/disabled, and the Big Lift - an Countywide initiative to improve third grade reading levels. Over the past two years the County provided \$18.7 million to HPSM/Seton and \$10 million to SamTRANS. The funding of \$10 million set aside for the Big Lift initiative has not been spent and is being rolled forward into the FY 2015-16 Recommended Budget.

General purpose revenue growth in FY 2014-15 will exceed expectations due to unanticipated Excess ERAF, which came in \$77 million over budget. Since this revenue source has averaged \$109.1 million over the past three years, the FY 2015-17 Recommended Budget will reflect an increase to \$55 million for both years, in keeping with the Board's policy of appropriating one-half of anticipated Excess ERAF for ongoing purposes.

	FY 2013-14 Actual	FY 2014-15 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
General Purpose Revenue Growth	6.63%	3.34%	6.07%	3.48%	3.59%
Non-Departmental Reserves and Contingencies	\$312.6.1M	\$181.2M	\$320.4M	\$173.6M	\$158.0M
General Fund Reserves and Contingencies as a % of Net Appropriations	30.82%	16.87%	28.64%	15.07%	14.61%

Non-Departmental Services (8000B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	334,525,228	537,239,639	329,474,544	368,242,404	38,767,860	270,669,968	(97,572,436)
Total Sources	665,141,306	875,996,981	741,145,507	801,825,287	60,679,780	747,037,628	(54,787,659)
Net County Cost	(330,616,078)	(338,757,342)	(411,670,963)	(433,582,883)	(21,911,920)	(476,367,660)	(42,784,777)

FY 2015-16 Program Funding Adjustments

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: adjustments to general purpose revenues, including Secured, Unsecured and Supplemental Property Tax, Property Tax In-Lieu of Vehicle License Fees, point-of-sale and Triple Flip Sales Tax, Vehicle Rental Business License Tax, and interest and investment income; adjustments to various countywide initiatives, such as election costs, Measure A initiatives, SMC Saves, and debt service; the removal of one-time items, such as the purchase of 2700 Middlefield Road; and carryforward appropriations for Capital and IT projects still in progress.

Total Requirements	Total Sources	Net County Cost	Positions
(55,493,209)	16,906,692	(72,399,901)	0

2. Excess ERAF Adjustment

In 2012, the Board of Supervisors amended the Reserves Policy to use 50% of Excess ERAF on an ongoing basis. This revenue source has averaged \$109.1 million over the past three years and \$110 million is a reasonable assumption in future years. As a result, Excess ERAF is increased by \$15 million, to a new total of \$55 million, for Fiscal Years 2015-16 and 2016-17.

Total Requirements	Total Sources	Net County Cost	Positions
0	15,000,000	(15,000,000)	0

3. Measure A Initiatives

Funding is provided for the implementation of various Measure A Initiatives including children's services, major health care priorities, and the creation of two funds to support Board of Supervisors district specific projects and contributions.

Total Requirements	Total Sources	Net County Cost	Positions
21,000,000	21,000,000	0	0

4. SamCERA Blended Rate Pension Contributions

On August 6, 2013 the Board authorized staff to draft a Memorandum of Understanding with SamCERA to reduce unfunded pension liabilities by accelerating the pay down using one-time sources such as Reserves and Excess ERAF. The Board approved an option that calls for the blended contribution rate to remain flat at 38% through FY 2022-23, as well as increased one-time contributions. This initiative will result in significant ongoing savings beginning in FY 2024-25.

Total Requirements	Total Sources	Net County Cost	Positions
9,538,000	0	9,538,000	0

5. Half Moon Bay Library Contribution

The City of Half Moon Bay is constructing a new library and the County is contributing one half of construction costs, or approximately \$12 million. The new library in Half Moon Bay will be completed in 2017 and will serve coastsides residents in Half Moon Bay as well as unincorporated San Mateo County.

Total Requirements	Total Sources	Net County Cost	Positions
12,000,000	0	12,000,000	0

6. New Capital Projects

The Capital Projects plan includes 374 projects, including 252 new projects for FY 2015-16. These projects include construction, structural improvements, renovation or rehabilitation to County-owned facilities. Significant projects funded by Non-Departmental Services include construction of the Animal Care Shelter, solar panels at the San Mateo Medical Center, parking at 2700 Middlefield Road, and the Memorial Park Wastewater System replacement.

Total Requirements	Total Sources	Net County Cost	Positions
24,307,258	0	24,307,258	0

7. New Information Technology Projects

Funding is provided for new IT projects including implementation of a procurement system, increasing GIS mapping functionality, costs associated with the temporary Data Center, Pescadero radio system upgrade, and other IT projects led by the Information Services Department.

Total Requirements	Total Sources	Net County Cost	Positions
6,494,524	0	6,494,524	0

8. Operating Department One-Time Transfers

Funding is provided for one-time initiatives in departments including funding for Public Safety Communications Computer Aided Dispatch (CAD) and phone system upgrades, 36 extra-help Benefits Analysts in the Human Services Agency to process Medi-Cal cases and renewals, equipment for Devil's Slide Park, and other miscellaneous one-time projects.

Total Requirements	Total Sources	Net County Cost	Positions
5,178,702	0	5,178,702	0

9. Jobs/Affordable Housing Gap and Living Wage Living Wage Task Forces

Funding is provided for the establishment of a City/County task force on bridging the gap between jobs and housing. Additionally, funding for expenses associated with the development of a proposed minimum wage ordinance, which will be presented to the Board of Supervisors for consideration, is included in this budget adjustment.

Total Requirements	Total Sources	Net County Cost	Positions
500,000	0	500,000	0

10. Professional Auditing Services

The County contracts with an independent accounting firm to audit the County's financial statements and assist the County with other financial requirements, including the Federal Single Audit. The costs associated with this contract were previously budgeted in the Grand Jury budget. This adjustment represents the shift of this contract to Non-Departmental Services.

Total Requirements	Total Sources	Net County Cost	Positions
363,675	0	363,675	0

11. Fund Balance and Reserves

Adjustments are made to reflect projected year-end Fund Balance and Reserves, as well as the 3% Contingency. These increases are primarily the result of unanticipated general purpose revenues in FY 2014-15, including Excess ERAF.

Total Requirements	Total Sources	Net County Cost	Positions
14,878,910	7,773,088	7,105,822	0

TOTAL FY 2015-16 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
38,767,860	60,679,780	(21,911,920)	0

FY 2016-17 Program Funding Adjustments

The following are significant changes from the FY 2015-16 Recommended Budget to the FY 2016-17 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: adjustments to general purpose revenues, including Secured, Unsecured and Supplemental Property Tax, Property Tax In-Lieu of Vehicle License Fees, point-of-sale Tax, Vehicle Rental Business License Tax, and interest and investment income; unwinding of Triple Flip Sales Tax; adjustments to various countywide initiatives, such as election costs, and IT and Capital projects; and the removal of one-time items, such as Public Administrator transition costs, contributions to the Half Moon Bay Library construction project, and Measure A funded board district specific funds and carry-forward of unspent Big Lift funds.

Total Requirements	Total Sources	Net County Cost	Positions
(117,810,309)	978,024	(118,788,333)	0

2. New Capital Projects

The Capital Projects plan includes construction, structural improvements, renovation or rehabilitation to County-owned facilities. Significant new projects for FY 2016-17 include remodel of the Old Maguire facility and construction of the Green Valley Trail.

Total Requirements	Total Sources	Net County Cost	Positions
35,859,361	0	35,859,361	0

3. Fund Balance and Reserves

Adjustments are made to reflect projected year-end Fund Balance and Reserves, as well as the 3% Contingency.

Total Requirements	Total Sources	Net County Cost	Positions
(15,621,488)	(55,765,683)	40,144,195	0

TOTAL FY 2016-17 PROGRAM FUNDING ADJUSTMENTS Non-Departmental Services (8000B)

Total Requirements	Total Sources	Net County Cost	Positions
(97,572,436)	(54,787,659)	(42,784,777)	0

ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	412,377,379	477,851,650	413,799,457	466,943,819	53,144,362	467,840,419	896,600
Licenses, Permits and Franchises	394,645	416,193	394,645	436,337	41,692	436,337	
Fines, Forfeitures and Penalties	178,031	212,806					
Use of Money and Property	5,914,040	8,223,321	5,769,111	6,915,014	1,145,903	6,983,783	68,769
Intergovernmental Revenues	15,691,319	4,670,798	3,027,622	1,811,499	(1,216,123)	1,824,226	12,727
Charges for Services	2,091,222	630,085	672,404	727,713	55,309	727,713	
Interfund Revenue	8,449,388	4,421,123	4,724,490	4,360,023	(364,467)	4,360,023	
Miscellaneous Revenue	1,289,648	3,206,481	136,993	237,009	100,016	236,937	(72)
Other Financing Sources	23,308	115,241,162					
Total Revenue	446,408,979	614,873,618	428,524,722	481,431,414	52,906,692	482,409,438	978,024
Fund Balance	218,732,327	261,123,363	312,620,785	320,393,873	7,773,088	264,628,190	(55,765,683)
TOTAL SOURCES	665,141,306	875,996,981	741,145,507	801,825,287	60,679,780	747,037,628	(54,787,659)
REQUIREMENTS							
Salaries and Benefits	3,614,207	54,779,440	13,950,000	23,843,000	9,893,000	23,843,000	
Services and Supplies	19,587,773	44,179,482	61,539,089	54,340,003	(7,199,086)	35,852,861	(18,487,142)
Other Charges	5,183,824	1,297,695	13,824,213	28,063,748	14,239,535	11,086,384	(16,977,364)
Fixed Assets			10,000,000		(10,000,000)		
Other Financing Uses	23,120,026	112,259,421	72,179,252	89,105,351	16,926,099	42,622,892	(46,482,459)
Gross Appropriations	51,505,830	212,516,038	171,492,554	195,352,102	23,859,548	113,405,137	(81,946,965)
Intrafund Transfers	(655,141)	(1,422,707)	(670,803)	(737,888)	(67,085)	(737,888)	
Net Appropriations	50,850,689	211,093,331	170,821,751	194,614,214	23,792,463	112,667,249	(81,946,965)
Contingencies/Dept Reserves	283,674,539	326,146,308	158,652,793	173,628,190	14,975,397	158,002,719	(15,625,471)
TOTAL REQUIREMENTS	334,525,228	537,239,639	329,474,544	368,242,404	38,767,860	270,669,968	(97,572,436)
NET COUNTY COST	(330,616,078)	(338,757,342)	(411,670,963)	(433,582,883)	(21,911,920)	(476,367,660)	(42,784,777)
AUTHORIZED POSITIONS							

Debt Service Fund (8900B)

Budget Unit Locator

County

Administrative and Fiscal Services

▷ 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 source before payments are made. In June 1997, the County adopted a Debt Limit policy that caps annual debt service payments at 4% of the County Budget average for the last five years. The payment of debt service obligation is a mandated function.

Program Results

In September 2008, following the demise of the Auction Rate Security Market (ARS) market, in large part due to the collapse of the bond insurance industry, the County obtained its own credit ratings from Moody's and Standard & Poor's to eliminate its reliance on bond insurance. In August 2008 the County received issuer credit ratings Aa1 from Moody's and AA+ from Standard & Poor's. Subsequently, both ratings were upgraded to Aaa and AAA, respectively, making San Mateo County among the highest rated counties in the State of California.

In 2013, the County refunded outstanding 1997, 1999 and 2001 lease revenue bonds, which included \$4 million in new financing for replacement of the Skylonda Fire Station. The refunded portion of the financing will save the County 5.84% or \$2.3 million in Net Present Value savings. In 2014, the County financed the construction of the Maple Street Correctional Center, a 576-bed jail facility with a warm shell. That financing, which covered the \$165 million construction project as well as reimbursement for property acquisition costs, was completed with an all-in true interest cost of 3.04%.

Debt service obligations total \$29,990,189 and \$55,847,833 for FY 2015-16 and FY 2016-17 respectively.

Performance Measures

	FY 2013-14 Actual	FY 2014-15 Target	FY 2014-15 Estimate	FY 2015-16 Target	FY 2016-17 Target
Issuer credit ratings from Moody's and Standard & Poor's	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA
Debt Service obligations paid on time and within budget	100%	100%	100%	100%	100%

FY 2015-16 Program Funding Adjustments

Debt Service Fund (8900B) Resource Allocation Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
Total Requirements	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345
Total Sources	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345

The following are significant changes from the FY 2014-15 Revised to the FY 2015-16 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance.

Total Requirements	Total Sources	Net County Cost	Positions
1,099,375	1,099,375	0	0

FY 2016-17 Program Funding Adjustments

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance.

Total Requirements	Total Sources	Net County Cost	Positions
656,455	656,455	0	0

2. Maple Street Correctional Facility Debt Service:

Budget adjustments have been made to include debt service costs for the new Maple Street Correctional Center.

Total Requirements	Total Sources	Net County Cost	Positions
25,823,900	25,823,900	0	0

FY 2015-16 Long Term Debt Service

Long-Term Debt Ser-	Principal	Interest	Total	Funding Sources
Colma Creek Flood Con-	445,000	1,064,033	1,509,033	Colma Creek Flood Control Special
Courts Relocation	275,000	228,991	503,991	Courthouse Construction Fund
Crime Lab	715,000	436,179	1,151,179	General Fund/Fees
Equipment Project	0	0	0	General Fund/User Departments
Health Center	4,660,00	3,966,752	8,626,752	General Fund/SB1732FQHC/Tobacco
HSA Redwood City Dis-	190,000	160,245	350,245	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	3,975,00	1,491,975	5,466,975	General Fund/Criminal Justice Facilities
Mutual Aid ESC JPA/	305,000	185,958	490,958	Reserves/User Departments/Cities
New Office Building	535,000	1,002,300	1,537,300	Facilities Surcharge/Rent from County
North County Clinic	690,000	51,300	741,300	FQHC Reimbursement/Tobacco
Sheriff's Radio Project	135,000	179,888	314,888	General Fund
Youth Services Center	3,275,00	6,022,569	9,297,569	Rent From Departments
TOTAL DEBT SERVICE	15,200,0	14,790,18	29,990,18	

¹ Not included in the Debt Service Subject to Debt Limit.

Calculation of Annual Debt Service Limit	
Fiscal Year	Budget
Adopted FY 2011-12	1,720,663,916
Adopted FY 2012-13	1,855,015,840
Adopted FY 2013-14	2,144,058,041
Adopted FY 2014-15	2,226,660,841
Recommended FY 2015-16	2,447,443,956
Five Year Average	2,078,768,519
Debt Limit 4.0%	83,150,741
FY 2015-16 Debt Service Subject to the Debt Limit ¹	28,481,156
Under Limit by this Amount	54,669,584
% Under Debt Limit	65.7%

¹ Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

FY 2016-17 Long Term Debt Service

Long-Term Debt Ser-	Principal	Interest	Total	Funding Sources
Colma Creek Flood Con-	470,000	1,040,726	1,510,726	Colma Creek Flood Control Special
Courts Relocation	280,000	216,604	496,604	Courthouse Construction Fund
Crime Lab	745,000	407,013	1,152,013	General Fund/Fees
Equipment Project	0	0	0	General Fund/User Departments
Health Center	4,875,00	3,760,557	8,635,557	General Fund/SB1732FQHC/Tobacco
HSA Redwood City Dis-	195,000	151,577	346,577	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	4,230,00	1,233,600	5,463,600	General Fund/Criminal Justice Facilities
Mutual Aid ESC JPA/	315,000	173,524	488,524	Reserves/User Departments/Cities
New Office Building	575,000	978,225	1,553,225	Facilities Surcharge/Rent from County
North County Clinic	750,000	18,750	768,750	FQHC Reimbursement/Tobacco
Skylonda Fire Station	140,000	174,388	314,388	General Fund
Youth Services Center	3,405,00	5,888,969	9,293,969	Rent From Departments
Maple Street Correc-	17,745,0	8,078,900	25,823,90	General Fund
TOTAL DEBT SERVICE	33,725,0	22,122,83	55,847,83	

¹ Not included in the Debt Service Subject to Debt Limit.

Calculation of Annual Debt Service Limit	
Fiscal Year	Budget
Adopted FY 2012-13	1,855,015,840
Adopted FY 2013-14	2,144,058,041
Adopted FY 2014-15	2,226,660,841
Recommended FY 2015-16	2,447,443,956
Recommended FY 2016-17	2,296,422,810
Five Year Average	2,193,920,298
Debt Limit 4.0%	87,756,812
FY 2013-14 Debt Service Subject to the Debt Limit ¹	54,337,107
Under Limit by this Amount	33,419,705
% Under Debt Limit	38.1%

¹ Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

Debt Service Fund (8900B)
Debt Service Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	101,320	90,501					
Interfund Revenue	12,350,676						
Miscellaneous Revenue	102,209	327,384					
Other Financing Sources	18,367,412	30,710,550	30,226,644	30,612,604	385,960	56,497,038	25,884,434
Total Revenue	30,921,618	31,128,436	30,226,644	30,612,604	385,960	56,497,038	25,884,434
Fund Balance	16,947,942	17,479,255	18,294,593	19,008,008	713,415	19,603,919	595,911
TOTAL SOURCES	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345
REQUIREMENTS							
Other Charges	30,390,304	30,313,097	29,869,675	30,016,693	147,018	55,874,337	25,857,644
Net Appropriations	30,390,304	30,313,097	29,869,675	30,016,693	147,018	55,874,337	25,857,644
Non-General Fund Reserves	17,479,255	18,294,594	18,651,562	19,603,919	952,357	20,226,620	622,701
TOTAL REQUIREMENTS	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345

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BUDGET UNIT AND PROGRAM SUMMARIES

COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and
Program Summaries

Glossary of Budget Terms



SAN MATEO COUNTY MISSION

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



Sheriff's Office (3000B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		159,446	514,149	565,054	50,905	570,519	5,465
Licenses, Permits and Franchises	3,065	3,603	2,100	2,100		2,100	
Fines, Forfeitures and Penalties	271,129	297,118	293,636	293,636		293,636	
Use of Money and Property	400						
Intergovernmental Revenues	70,487,412	66,759,436	91,343,564	88,271,475	(3,072,089)	89,193,874	922,399
Charges for Services	10,483,011	10,617,591	10,370,321	9,898,074	(472,247)	10,015,740	117,666
Interfund Revenue	3,752,691	4,197,096	3,581,778	5,468,362	1,886,584	5,522,047	53,685
Miscellaneous Revenue	1,140,232	1,300,362	863,986	742,597	(121,389)	742,597	
Other Financing Sources	18,800	21,150					
Total Revenue	86,156,740	83,355,804	106,969,534	105,241,298	(1,728,236)	106,340,513	1,099,215
Fund Balance	12,858,673	12,411,313	9,263,553	8,884,255	(379,298)	8,884,255	
TOTAL SOURCES	99,015,414	95,767,117	116,233,087	114,125,553	(2,107,534)	115,224,768	1,099,215
REQUIREMENTS							
Salaries and Benefits	135,313,557	137,934,084	156,609,643	160,974,528	4,364,885	163,725,705	2,751,177
Services and Supplies	14,232,204	14,590,397	21,866,903	19,661,087	(2,205,816)	19,732,527	71,440
Other Charges	18,132,954	22,681,292	21,689,470	25,456,064	3,766,594	27,090,673	1,634,609
Fixed Assets	4,080,804	3,593,433	7,365,691	2,091,580	(5,274,111)	1,816,580	(275,000)
Other Financing Uses	2,415,087	1,388,188	1,451,314	1,694,599	243,285	27,667,455	25,972,856
Gross Appropriations	174,174,606	180,187,393	208,983,021	209,877,858	894,837	240,032,940	30,155,082
Intrafund Transfers	(1,277,703)	(1,495,377)	(1,802,929)	(2,108,674)	(305,745)	(2,124,129)	(15,455)
Net Appropriations	172,896,902	178,692,016	207,180,092	207,769,184	589,092	237,908,811	30,139,627
Contingencies/Dept Reserves	7,238,392	5,898,039	7,312,934	7,312,934		7,312,934	
TOTAL REQUIREMENTS	180,135,295	184,590,055	214,493,026	215,082,118	589,092	245,221,745	30,139,627
NET COUNTY COST	81,119,881	88,822,939	98,259,939	100,956,565	2,696,626	129,996,977	29,040,412
AUTHORIZED POSITIONS							
Salary Resolution	679.0	701.0	762.0	770.0	8.0	770.0	
Funded FTE	670.9	696.9	730.4	764.8	34.4	764.8	

Administrative and Support Services (3011P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	16,087	94,347	2,106,221	2,106,221		2,106,221	
Charges for Services	230,587	196,042	228,500	228,500		228,500	
Interfund Revenue	441,726	534,507	15,000	30,000	15,000	30,000	
Miscellaneous Revenue	73,677	9,301	101,389	30,000	(71,389)	30,000	
Total Revenue	762,078	834,198	2,451,110	2,394,721	(56,389)	2,394,721	
Fund Balance	12,858,673	12,411,313	9,263,553	8,884,255	(379,298)	8,884,255	
TOTAL SOURCES	13,620,751	13,245,511	11,714,663	11,278,976	(435,687)	11,278,976	
REQUIREMENTS							
Salaries and Benefits	3,381,371	3,989,419	4,806,427	5,487,324	680,897	5,648,140	160,816
Services and Supplies	638,164	823,032	1,278,156	1,502,804	224,648	1,502,804	
Other Charges	1,025,556	3,794,456	1,698,245	487,230	(1,211,015)	495,230	8,000
Fixed Assets		15,761	5,659	5,659		5,659	
Other Financing Uses		20,752	21,122	21,366	244	21,899	533
Gross Appropriations	5,045,091	8,643,421	7,809,609	7,504,383	(305,226)	7,673,732	169,349
Intrafund Transfers	(128,812)	(140,692)	(389,438)	(389,438)		(389,438)	
Net Appropriations	4,916,279	8,502,729	7,420,171	7,114,945	(305,226)	7,284,294	169,349
Contingencies/Dept Reserves	7,238,392	5,898,039	7,312,934	7,312,934		7,312,934	
TOTAL REQUIREMENTS	12,154,672	14,400,768	14,733,105	14,427,879	(305,226)	14,597,228	169,349
NET COUNTY COST	(1,466,079)	1,155,257	3,018,442	3,148,903	130,461	3,318,252	169,349
AUTHORIZED POSITIONS							
Salary Resolution	185.0	191.0	27.0	29.0	2.0	29.0	
Funded FTE	181.0	187.0	27.0	29.0	2.0	29.0	

Professional Standards Bureau (3013P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	3,065	3,603	2,100	2,100		2,100	
Fines, Forfeitures and Penalties	62,957	27,730	40,000	40,000		40,000	
Use of Money and Property	400						
Intergovernmental Revenues	1,328,423	1,327,103	1,334,003	1,494,467	160,464	1,494,467	
Charges for Services	360,592	338,868	324,256	343,294	19,038	343,646	352
Interfund Revenue	1,526,298	1,637,943	1,510,477	2,159,111	648,634	2,204,607	45,496
Miscellaneous Revenue	142,969	99,784	489,000	489,000		489,000	
Other Financing Sources	18,800	21,150					
TOTAL SOURCES	3,443,503	3,456,180	3,699,836	4,527,972	828,136	4,573,820	45,848
REQUIREMENTS							
Salaries and Benefits	8,732,411	9,423,451	9,856,427	10,026,456	170,029	10,301,605	275,149
Services and Supplies	2,130,443	2,309,222	2,609,102	3,269,838	660,736	3,315,744	45,906
Other Charges	839,641	736,925	836,700	2,471,407	1,634,707	2,501,936	30,529
Fixed Assets	537,328	5,708					
Other Financing Uses		28,167	28,669	29,031	362	29,765	734
Gross Appropriations	12,239,824	12,503,473	13,330,898	15,796,732	2,465,834	16,149,050	352,318
Intrafund Transfers	(897,774)	(1,139,346)	(1,344,272)	(1,466,224)	(121,952)	(1,481,679)	(15,455)
TOTAL REQUIREMENTS	11,342,050	11,364,127	11,986,626	14,330,508	2,343,882	14,667,371	336,863
NET COUNTY COST	7,898,547	7,907,948	8,286,790	9,802,536	1,515,746	10,093,551	291,015
AUTHORIZED POSITIONS							
Salary Resolution	118.0	128.0	53.0	54.0	1.0	54.0	
Funded FTE	117.9	127.9	52.9	53.9	1.0	53.9	

Forensic Laboratory (3017P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	2,058,372	1,807,974	2,647,613	2,412,115	(235,498)	2,412,146	31
Charges for Services	1,429,478	1,399,103	1,522,423	1,522,423		1,522,423	
Interfund Revenue	801,255	824,174	665,597	676,546	10,949	682,014	5,468
Miscellaneous Revenue	9,139	36,087					
TOTAL SOURCES	4,298,244	4,067,338	4,835,633	4,611,084	(224,549)	4,616,583	5,499
REQUIREMENTS							
Salaries and Benefits	4,323,632	4,210,818	4,824,365	4,917,910	93,545	5,078,413	160,503
Services and Supplies	795,796	914,260	1,241,318	1,076,726	(164,592)	1,076,726	
Other Charges	730,718	584,859	938,371	1,009,445	71,074	1,016,831	7,386
Fixed Assets	128,620	83,000	14,704	179,704	165,000	14,704	(165,000)
Other Financing Uses	905,009	892,037	947,621	958,162	10,541	959,486	1,324
Gross Appropriations	6,883,774	6,684,974	7,966,379	8,141,947	175,568	8,146,160	4,213
Intrafund Transfers	(101,832)	(84,424)					
TOTAL REQUIREMENTS	6,781,942	6,600,549	7,966,379	8,141,947	175,568	8,146,160	4,213
NET COUNTY COST	2,483,698	2,533,211	3,130,746	3,530,863	400,117	3,529,577	(1,286)
AUTHORIZED POSITIONS							
Salary Resolution	29.0	30.0	30.0	30.0		30.0	
Funded FTE	29.0	30.0	30.0	30.0		30.0	

Patrol Bureau (3051P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		139,331	481,377	501,052	19,675	504,734	3,682
Fines, Forfeitures and Penalties	208,173	269,389	253,636	253,636		253,636	
Intergovernmental Revenues	21,674,197	20,211,221	21,326,396	21,636,539	310,143	21,956,669	320,130
Charges for Services	7,542,220	7,878,888	7,233,288	6,952,003	(281,285)	7,069,317	117,314
Interfund Revenue				863,310	863,310	864,505	1,195
Miscellaneous Revenue	334,669	505,522	250,097	200,097	(50,000)	200,097	
TOTAL SOURCES	29,759,259	29,004,350	29,544,794	30,406,637	861,843	30,848,958	442,321
REQUIREMENTS							
Salaries and Benefits	36,626,167	36,556,956	38,766,393	38,787,661	21,268	39,334,771	547,110
Services and Supplies	1,171,138	1,161,706	1,279,101	1,382,629	103,528	1,382,629	
Other Charges	3,190,830	4,071,173	4,614,113	4,867,856	253,743	4,849,528	(18,328)
Fixed Assets		23,814					
Other Financing Uses	1,510,078	30,276	30,730	29,800	(930)	30,492	692
Gross Appropriations	42,498,213	41,843,926	44,690,337	45,067,946	377,609	45,597,420	529,474
Intrafund Transfers	234,338	(14,491)	112,440	116,988	4,548	116,988	
TOTAL REQUIREMENTS	42,732,551	41,829,435	44,802,777	45,184,934	382,157	45,714,408	529,474
NET COUNTY COST	12,973,293	12,825,085	15,257,983	14,778,297	(479,686)	14,865,450	87,153
AUTHORIZED POSITIONS							
Salary Resolution			161.0	163.0	2.0	163.0	
Funded FTE			157.0	158.9	1.9	158.9	

Investigations Bureau (3053P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	11,614,545	12,390,197	16,496,561	15,912,707	(583,854)	16,074,673	161,966
Charges for Services	98,866	64,696					
Interfund Revenue	518,397	655,987	760,636	1,109,327	348,691	1,110,853	1,526
Miscellaneous Revenue	46,141	62,160					
TOTAL SOURCES	12,277,949	13,173,040	17,257,197	17,022,034	(235,163)	17,185,526	163,492
REQUIREMENTS							
Salaries and Benefits	13,181,743	13,712,925	16,667,455	16,867,868	200,413	17,188,039	320,171
Services and Supplies	3,372,137	4,439,934	5,224,007	5,347,398	123,391	5,342,932	(4,466)
Other Charges	1,280,317	1,131,799	1,312,196	1,251,277	(60,919)	1,256,357	5,080
Fixed Assets	828,739	232,371	1,625,000	1,150,000	(475,000)	1,150,000	
Other Financing Uses		14,064	14,314	14,480	166	14,841	361
Gross Appropriations	18,662,937	19,531,092	24,842,972	24,631,023	(211,949)	24,952,169	321,146
Intrafund Transfers	(450)						
TOTAL REQUIREMENTS	18,662,487	19,531,092	24,842,972	24,631,023	(211,949)	24,952,169	321,146
NET COUNTY COST	6,384,538	6,358,052	7,585,775	7,608,989	23,214	7,766,643	157,654
AUTHORIZED POSITIONS							
Salary Resolution			82.0	85.0	3.0	85.0	
Funded FTE			82.0	84.0	2.0	84.0	

Office of Emergency Services (3055P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		20,114	32,772	64,002	31,230	65,785	1,783
Intergovernmental Revenues	8,567,678	5,009,577	13,580,336	4,117,129	(9,463,207)	4,141,965	24,836
Charges for Services	51,750	58,780	50,000	50,000		50,000	
Miscellaneous Revenue	11,608	52,278					
TOTAL SOURCES	8,631,036	5,140,749	13,663,108	4,231,131	(9,431,977)	4,257,750	26,619
REQUIREMENTS							
Salaries and Benefits	3,177,374	3,315,074	3,561,998	3,126,307	(435,691)	3,196,254	69,947
Services and Supplies	3,271,322	1,835,409	6,173,864	2,493,875	(3,679,989)	2,493,875	
Other Charges	1,002,186	1,377,840	986,111	976,172	(9,939)	985,854	9,682
Fixed Assets	2,579,403	3,201,501	5,720,328	646,217	(5,074,111)	646,217	
Other Financing Uses		66,848	66,955	52,842	(14,113)	53,498	656
Gross Appropriations	10,030,285	9,796,673	16,509,256	7,295,413	(9,213,843)	7,375,698	80,285
Intrafund Transfers	(12,682)	4,592		(100,000)	(100,000)	(100,000)	
TOTAL REQUIREMENTS	10,017,603	9,801,265	16,509,256	7,195,413	(9,313,843)	7,275,698	80,285
NET COUNTY COST	1,386,567	4,660,516	2,846,148	2,964,282	118,134	3,017,948	53,666
AUTHORIZED POSITIONS							
Salary Resolution	12.0	13.0	13.0	13.0		13.0	
Funded FTE	12.0	13.0	13.0	13.0		13.0	

Maguire Correctional Facility (3101P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	12,427,588	13,170,546	13,852,815	14,164,165	311,350	14,203,117	38,952
Charges for Services	32,384	33,092	205,000	15,000	(190,000)	15,000	
Interfund Revenue	465,015	544,485	630,068	630,068		630,068	
Miscellaneous Revenue	406,924	370,727					
TOTAL SOURCES	13,331,911	14,118,850	14,687,883	14,809,233	121,350	14,848,185	38,952
REQUIREMENTS							
Salaries and Benefits	43,415,166	43,353,223	46,472,911	45,391,894	(1,081,017)	46,108,325	716,431
Services and Supplies	1,156,363	1,230,987	1,294,894	1,316,073	21,179	1,316,073	
Other Charges	8,182,416	9,189,945	9,456,347	7,181,745	(2,274,602)	7,274,996	93,251
Other Financing Uses		261,145	265,792	306,225	40,433	313,837	7,612
Gross Appropriations	52,753,945	54,035,300	57,489,944	54,195,937	(3,294,007)	55,013,231	817,294
Intrafund Transfers	(38,132)	0	(55,000)	(55,000)		(55,000)	
TOTAL REQUIREMENTS	52,715,814	54,035,300	57,434,944	54,140,937	(3,294,007)	54,958,231	817,294
NET COUNTY COST	39,383,902	39,916,450	42,747,061	39,331,704	(3,415,357)	40,110,046	778,342
AUTHORIZED POSITIONS							
Salary Resolution	219.0	221.0	224.0	220.0	(4.0)	220.0	
Funded FTE	219.0	221.0	224.0	220.0	(4.0)	220.0	

Custody Programs (3150P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	2,361,207	2,576,886	8,057,267	14,485,780	6,428,513	14,862,264	376,484
Charges for Services	665,910	596,254	781,854	761,854	(20,000)	761,854	
Miscellaneous Revenue	12,844	30,782	23,500	23,500		23,500	
TOTAL SOURCES	3,039,961	3,203,922	8,862,621	15,271,134	6,408,513	15,647,618	376,484
REQUIREMENTS							
Salaries and Benefits	9,237,875	10,449,349	15,803,808	20,840,136	5,036,328	21,220,841	380,705
Services and Supplies	713,031	856,518	1,523,747	2,018,188	494,441	2,048,188	30,000
Other Charges	1,305,881	1,250,258	1,252,688	6,650,752	5,398,064	8,145,528	1,494,776
Fixed Assets	6,714	31,277		110,000	110,000		(110,000)
Other Financing Uses		53,736	54,691	260,503	205,812	26,221,065	25,960,562
Gross Appropriations	11,263,501	12,641,138	18,634,934	29,879,579	11,244,645	57,635,622	27,756,043
Intrafund Transfers	(332,360)	(120,612)	(126,659)	(215,000)	(88,341)	(215,000)	
TOTAL REQUIREMENTS	10,931,142	12,520,526	18,508,275	29,664,579	11,156,304	57,420,622	27,756,043
NET COUNTY COST	7,891,181	9,316,604	9,645,654	14,393,445	4,747,791	41,773,004	27,379,559
AUTHORIZED POSITIONS							
Salary Resolution	48.0	51.0	106.0	110.0	4.0	110.0	
Funded FTE	45.0	51.0	78.5	110.0	31.5	110.0	

Court Security and Transportation Services (3158P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	10,439,314	10,171,586	11,942,352	11,942,352		11,942,352	
Charges for Services	71,225	51,869	25,000	25,000		25,000	
Miscellaneous Revenue	102,260	133,722					
TOTAL SOURCES	10,612,799	10,357,177	11,967,352	11,967,352		11,967,352	
REQUIREMENTS							
Salaries and Benefits	13,237,817	12,922,869	15,849,859	15,528,972	(320,887)	15,649,317	120,345
Services and Supplies	983,809	1,019,329	1,242,714	1,253,556	10,842	1,253,556	
Other Charges	575,408	544,038	594,699	560,180	(34,519)	564,413	4,233
Other Financing Uses		21,162	21,420	22,190	770	22,572	382
Gross Appropriations	14,797,034	14,507,397	17,708,692	17,364,898	(343,794)	17,489,858	124,960
Intrafund Transfers		(404)					
TOTAL REQUIREMENTS	14,797,034	14,506,993	17,708,692	17,364,898	(343,794)	17,489,858	124,960
NET COUNTY COST	4,184,235	4,149,816	5,741,340	5,397,546	(343,794)	5,522,506	124,960
AUTHORIZED POSITIONS							
Salary Resolution	68.0	67.0	66.0	66.0		66.0	
Funded FTE	67.0	67.0	66.0	66.0		66.0	

Message Switch (1940B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	536,191	527,711	520,928	516,351	(4,577)	516,351	
Interfund Revenue	1,843	2,795	2,882	4,990	2,108	4,990	
Total Revenue	538,034	530,506	523,810	521,341	(2,469)	521,341	
Fund Balance	832,705	764,579	832,132	815,862	(16,270)	576,774	(239,088)
TOTAL SOURCES	1,370,739	1,295,085	1,355,942	1,337,203	(18,739)	1,098,115	(239,088)
REQUIREMENTS							
Services and Supplies	416,873	381,432	466,657	657,245	190,588	473,923	(183,322)
Other Charges	267,086	270,894	270,991	244,222	(26,769)	247,456	3,234
Fixed Assets	103,790			59,000	59,000		(59,000)
Gross Appropriations	787,749	652,327	737,648	960,467	222,819	721,379	(239,088)
Intrafund Transfers	(181,589)	(189,373)	(197,568)	(200,038)	(2,470)	(200,038)	
Net Appropriations	606,160	462,954	540,080	760,429	220,349	521,341	(239,088)
Contingencies/Dept Reserves	764,579	832,132	815,862	576,774	(239,088)	576,774	
TOTAL REQUIREMENTS	1,370,739	1,295,085	1,355,942	1,337,203	(18,739)	1,098,115	(239,088)

Probation Department (3200B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes				75,000	75,000	75,000	
Fines, Forfeitures and Penalties	23,168	18,881	22,100	16,566	(5,534)	16,566	
Intergovernmental Revenues	32,260,618	33,258,937	33,837,046	35,883,128	2,046,082	32,106,129	(3,776,999)
Charges for Services	1,412,074	1,497,493	1,340,834	1,423,122	82,288	1,423,122	
Interfund Revenue		3,490					
Miscellaneous Revenue	208,386	240,997	175,775	113,425	(62,350)	113,425	
Total Revenue	33,904,246	35,019,798	35,375,755	37,511,241	2,135,486	33,734,242	(3,776,999)
Fund Balance	3,068,128	3,675,247	4,501,613	3,019,286	(1,482,327)	2,419,286	(600,000)
TOTAL SOURCES	36,972,374	38,695,045	39,877,368	40,530,527	653,159	36,153,528	(4,376,999)
REQUIREMENTS							
Salaries and Benefits	51,288,254	54,030,890	59,287,483	60,601,610	1,314,127	61,793,099	1,191,489
Services and Supplies	22,409,503	24,314,259	25,129,333	23,711,642	(1,417,691)	23,826,012	114,370
Other Charges	15,822,246	8,076,297	8,125,397	9,743,651	1,618,254	9,867,539	123,888
Fixed Assets		755,227	1,822,217	4,462,033	2,639,816		(4,462,033)
Other Financing Uses		7,508,134	7,514,430	7,556,661	42,231	7,563,073	6,412
Gross Appropriations	89,520,004	94,684,807	101,878,860	106,075,597	4,196,737	103,049,723	(3,025,874)
Intrafund Transfers	(17,717,655)	(18,715,581)	(18,625,464)	(18,603,944)	21,520	(18,611,363)	(7,419)
Net Appropriations	71,802,349	75,969,227	83,253,396	87,471,653	4,218,257	84,438,360	(3,033,293)
Contingencies/Dept Reserves	1,352,084	2,556,167	2,420,003	1,820,003	(600,000)	1,820,003	
TOTAL REQUIREMENTS	73,154,433	78,525,394	85,673,399	89,291,656	3,618,257	86,258,363	(3,033,293)
NET COUNTY COST	36,182,059	39,830,349	45,796,031	48,761,129	2,965,098	50,104,835	1,343,706
AUTHORIZED POSITIONS							
Salary Resolution	408.0	410.0	414.0	415.0	1.0	415.0	
Funded FTE	400.2	398.6	403.3	412.5	9.2	412.5	

Administrative Services (3211P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	620,775	1,629,889	1,130,714	4,656,393	3,525,679	879,394	(3,776,999)
Charges for Services	(308)	213	150	150		150	
Interfund Revenue		3,490					
Miscellaneous Revenue	905	14,622					
Total Revenue	621,371	1,648,214	1,130,864	4,656,543	3,525,679	879,544	(3,776,999)
Fund Balance	759,423	625,173	1,451,539		(1,451,539)		
TOTAL SOURCES	1,380,794	2,273,387	2,582,403	4,656,543	2,074,140	879,544	(3,776,999)
REQUIREMENTS							
Salaries and Benefits	2,959,473	3,625,365	4,469,767	4,765,610	295,843	4,920,470	154,860
Services and Supplies	1,229,496	545,210	845,115	606,434	(238,681)	713,385	106,951
Other Charges	2,008,673	1,587,800	1,720,524	1,995,060	274,536	2,035,828	40,768
Fixed Assets		755,227	1,822,217	4,462,033	2,639,816		(4,462,033)
Other Financing Uses			2,319,050	1,009,360	(1,309,690)	1,009,360	
Gross Appropriations	6,197,642	6,513,601	11,176,673	12,838,497	1,661,824	8,679,043	(4,159,454)
Intrafund Transfers	(5,458,785)	(4,676,969)	(7,650,843)	(7,650,843)		(7,650,843)	
Net Appropriations	738,857	1,836,633	3,525,830	5,187,654	1,661,824	1,028,200	(4,159,454)
Contingencies/Dept Reserves	68,889	68,889	68,889	68,889		68,889	
TOTAL REQUIREMENTS	807,746	1,905,522	3,594,719	5,256,543	1,661,824	1,097,089	(4,159,454)
NET COUNTY COST	(573,048)	(367,865)	1,012,316	600,000	(412,316)	217,545	(382,455)
AUTHORIZED POSITIONS							
Salary Resolution	43.0	52.0	27.0	26.0	(1.0)	26.0	
Funded FTE	42.7	51.4	26.7	26.0	(0.7)	26.0	

Adult Services (3227P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	4,601	4,110	3,500	156	(3,344)	156	
Intergovernmental Revenues	3,901,445	4,421,841	4,303,311	4,505,945	202,634	4,431,620	(74,325)
Charges for Services	1,089,468	1,158,847	1,022,263	1,159,077	136,814	1,159,077	
Miscellaneous Revenue	57,073	54,828	65,650	50,000	(15,650)	50,000	
TOTAL SOURCES	5,052,587	5,639,626	5,394,724	5,715,178	320,454	5,640,853	(74,325)
REQUIREMENTS							
Salaries and Benefits	13,577,064	13,820,817	14,663,096	15,311,771	648,675	15,597,067	285,296
Services and Supplies	7,854,684	5,577,109	5,944,551	5,927,515	(17,036)	5,927,515	
Other Charges	1,264,641	1,237,130	1,063,378	1,024,686	(38,692)	1,044,381	19,695
Other Financing Uses		61,509	62,604	63,423	819	65,004	1,581
Gross Appropriations	22,696,388	20,696,565	21,733,629	22,327,395	593,766	22,633,967	306,572
Intrafund Transfers	(3,585,381)	(4,182,818)	(3,924,624)	(3,924,624)		(3,924,624)	
TOTAL REQUIREMENTS	19,111,007	16,513,746	17,809,005	18,402,771	593,766	18,709,343	306,572
NET COUNTY COST	14,058,420	10,874,120	12,414,281	12,687,593	273,312	13,068,490	380,897
AUTHORIZED POSITIONS							
Salary Resolution	115.0	122.0	104.0	105.0	1.0	105.0	
Funded FTE	113.5	118.7	101.0	103.9	2.9	103.9	

Realignment and Reentry (3230P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	3,590,879	5,579,624	5,551,788	4,729,129	(822,659)	4,803,454	74,325
Charges for Services	24,747	21,981	23,361	16,256	(7,105)	16,256	
Miscellaneous Revenue	4,065	20,111	7,700	7,700		7,700	
TOTAL SOURCES	3,619,692	5,621,716	5,582,849	4,753,085	(829,764)	4,827,410	74,325
REQUIREMENTS							
Salaries and Benefits	5,152,627	5,916,725	7,280,716	7,095,796	(184,920)	7,247,195	151,399
Services and Supplies	2,118,832	4,170,480	4,135,537	2,839,537	(1,296,000)	2,839,537	
Other Charges	249,164	617,807	333,727	399,380	65,653	405,343	5,963
Gross Appropriations	7,520,623	10,705,011	11,749,980	10,334,713	(1,415,267)	10,492,075	157,362
Intrafund Transfers	(663,889)	(1,309,808)	(702,999)	(702,999)		(702,999)	
TOTAL REQUIREMENTS	6,856,734	9,395,204	11,046,981	9,631,714	(1,415,267)	9,789,076	157,362
NET COUNTY COST	3,237,042	3,773,488	5,464,132	4,878,629	(585,503)	4,961,666	83,037
AUTHORIZED POSITIONS							
Salary Resolution			49.0	48.0	(1.0)	48.0	
Funded FTE			48.5	47.7	(0.8)	47.7	

Juvenile Services (3253P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes				75,000	75,000	75,000	
Fines, Forfeitures and Penalties	18,567	14,771	18,600	16,410	(2,190)	16,410	
Intergovernmental Revenues	11,831,148	9,060,431	10,633,394	9,704,832	(928,562)	9,704,832	
Charges for Services	54,472	45,890	58,256	41,619	(16,637)	41,619	
Miscellaneous Revenue	48,236	34,066	68,200	21,500	(46,700)	21,500	
Total Revenue	11,952,423	9,155,158	10,778,450	9,859,361	(919,089)	9,859,361	
Fund Balance	839,817	839,817	839,817	839,817		839,817	
TOTAL SOURCES	12,792,240	9,994,975	11,618,267	10,699,178	(919,089)	10,699,178	
REQUIREMENTS							
Salaries and Benefits	12,342,875	12,618,836	13,924,732	14,173,469	248,737	14,435,307	261,838
Services and Supplies	7,314,644	10,594,533	9,630,370	9,706,829	76,459	9,714,248	7,419
Other Charges	2,164,641	1,188,991	1,199,323	1,883,414	684,091	1,895,699	12,285
Other Financing Uses		2,896,717	579,522	1,897,751	1,318,229	1,898,673	922
Gross Appropriations	21,822,160	27,299,078	25,333,947	27,661,463	2,327,516	27,943,927	282,464
Intrafund Transfers	(6,973,405)	(7,801,277)	(5,526,245)	(5,504,725)	21,520	(5,512,144)	(7,419)
Net Appropriations	14,848,755	19,497,801	19,807,702	22,156,738	2,349,036	22,431,783	275,045
Contingencies/Dept Reserves	839,817	839,817	839,817	839,817		839,817	
TOTAL REQUIREMENTS	15,688,572	20,337,618	20,647,519	22,996,555	2,349,036	23,271,600	275,045
NET COUNTY COST	2,896,332	10,342,643	9,029,252	12,297,377	3,268,125	12,572,422	275,045
AUTHORIZED POSITIONS							
Salary Resolution	108.0	103.0	100.0	98.0	(2.0)	98.0	
Funded FTE	103.6	98.0	96.3	97.5	1.3	97.5	

Institutions Services (3283P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	12,316,371	12,567,152	12,217,839	12,286,829	68,990	12,286,829	
Charges for Services	243,696	270,561	236,804	206,020	(30,784)	206,020	
Miscellaneous Revenue	98,106	117,371	34,225	34,225		34,225	
Total Revenue	12,658,173	12,955,084	12,488,868	12,527,074	38,206	12,527,074	
Fund Balance	1,468,888	2,210,257	2,210,257	2,179,469	(30,788)	1,579,469	(600,000)
TOTAL SOURCES	14,127,061	15,165,341	14,699,125	14,706,543	7,418	14,106,543	(600,000)
REQUIREMENTS							
Salaries and Benefits	17,256,215	18,049,147	18,949,172	19,254,964	305,792	19,593,060	338,096
Services and Supplies	3,891,847	3,426,928	4,573,760	4,631,327	57,567	4,631,327	
Other Charges	10,135,128	3,444,569	3,808,445	4,441,111	632,666	4,486,288	45,177
Other Financing Uses		4,549,908	4,553,254	4,586,127	32,873	4,590,036	3,909
Gross Appropriations	31,283,191	29,470,552	31,884,631	32,913,529	1,028,898	33,300,711	387,182
Intrafund Transfers	(1,036,195)	(744,709)	(820,753)	(820,753)		(820,753)	
Net Appropriations	30,246,996	28,725,843	31,063,878	32,092,776	1,028,898	32,479,958	387,182
Contingencies/Dept Reserves	443,378	1,647,461	1,511,297	911,297	(600,000)	911,297	
TOTAL REQUIREMENTS	30,690,374	30,373,304	32,575,175	33,004,073	428,898	33,391,255	387,182
NET COUNTY COST	16,563,313	15,207,963	17,876,050	18,297,530	421,480	19,284,712	987,182
AUTHORIZED POSITIONS							
Salary Resolution	142.0	133.0	134.0	138.0	4.0	138.0	
Funded FTE	140.5	130.4	130.8	137.3	6.5	137.3	

District Attorney's Office (2510B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes				910,718	910,718	892,433	(18,285)
Fines, Forfeitures and Penalties	721,630	400,000	400,000	400,000		400,000	
Intergovernmental Revenues	11,901,031	13,314,537	15,271,437	14,356,701	(914,736)	13,678,301	(678,400)
Charges for Services		10,521					
Miscellaneous Revenue	355,631	261,607	130,000	122,000	(8,000)	122,000	
Total Revenue	12,978,292	13,986,665	15,801,437	15,789,419	(12,018)	15,092,734	(696,685)
Fund Balance	1,226,305	1,430,669	1,803,507	2,744,374	940,867	2,744,374	
TOTAL SOURCES	14,204,598	15,417,334	17,604,944	18,533,793	928,849	17,837,108	(696,685)
REQUIREMENTS							
Salaries and Benefits	21,584,121	23,019,027	26,007,019	26,819,145	812,126	27,899,399	1,080,254
Services and Supplies	1,069,535	1,459,724	2,465,907	1,961,721	(504,186)	1,384,735	(576,986)
Other Charges	1,594,010	1,755,091	2,171,075	2,340,301	169,226	2,179,906	(160,395)
Fixed Assets	26,690	10,241	49,182	210,400	161,218		(210,400)
Other Financing Uses		163,080	164,651	168,447	3,796	170,751	2,304
Gross Appropriations	24,274,356	26,407,163	30,857,834	31,500,014	642,180	31,634,791	134,777
Intrafund Transfers	(369,030)	(500)		(283,276)	(283,276)	(124,011)	159,265
Net Appropriations	23,905,326	26,406,663	30,857,834	31,216,738	358,904	31,510,780	294,042
Contingencies/Dept Reserves	276,291	359,012	1,398,987	2,339,854	940,867	2,339,854	
TOTAL REQUIREMENTS	24,181,617	26,765,675	32,256,821	33,556,592	1,299,771	33,850,634	294,042
NET COUNTY COST	9,977,019	11,348,341	14,651,877	15,022,799	370,922	16,013,526	990,727
AUTHORIZED POSITIONS							
Salary Resolution	121.0	122.0	122.0	127.0	5.0	128.0	1.0
Funded FTE	117.6	120.0	119.0	125.2	6.2	126.2	1.0

Private Defender Program (2800B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	651,602	591,653	629,982	629,982		629,982	
Interfund Revenue	489,988	367,596	323,000	327,405	4,405	327,897	492
TOTAL SOURCES	1,141,590	959,249	952,982	957,387	4,405	957,879	492
REQUIREMENTS							
Services and Supplies	16,860,272	17,197,477	17,455,440	17,455,440		17,455,440	
Other Charges	61,463	14,011	17,253	21,438	4,185	21,907	469
Other Financing Uses		43,560	43,584	43,804	220	43,827	23
TOTAL REQUIREMENTS	16,921,735	17,255,047	17,516,277	17,520,682	4,405	17,521,174	492
NET COUNTY COST	15,780,144	16,295,798	16,563,295	16,563,295		16,563,295	

County Support of the Courts (2700B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises		63,788					
Fines, Forfeitures and Penalties	7,029,297	6,561,316	6,935,700	6,595,157	(340,543)	6,595,540	383
Charges for Services	2,082,163	1,572,235	2,048,100	1,558,336	(489,764)	1,560,421	2,085
Miscellaneous Revenue	1,044,843	864,335	966,834	1,064,221	97,387	1,064,221	
TOTAL SOURCES	10,156,303	9,061,675	9,950,634	9,217,714	(732,920)	9,220,182	2,468
REQUIREMENTS							
Salaries and Benefits	463,668	478,632	505,000	505,000		505,000	
Services and Supplies	721,382	710,172	1,084,052	1,104,052	20,000	1,104,052	
Other Charges	19,202,547	18,773,080	19,096,785	19,399,194	302,409	19,401,497	2,303
Other Financing Uses		4,842	4,928	6,612	1,684	6,777	165
TOTAL REQUIREMENTS	20,387,597	19,966,725	20,690,765	21,014,858	324,093	21,017,326	2,468
NET COUNTY COST	10,231,294	10,905,050	10,740,131	11,797,144	1,057,013	11,797,144	

Coroner's Office (3300B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	11,686	11,140	11,500	11,500		11,500	
Intergovernmental Revenues	458,860	458,860	489,840	489,840		489,840	
Charges for Services	245,007	215,147	255,000	255,000		255,000	
Miscellaneous Revenue	25,644	36,480	7,138	7,138		7,138	
Other Financing Sources	44,321						
Total Revenue	785,518	721,627	763,478	763,478		763,478	
Fund Balance	546,370	401,372	299,934	299,934		299,934	
TOTAL SOURCES	1,331,888	1,122,999	1,063,412	1,063,412		1,063,412	
REQUIREMENTS							
Salaries and Benefits	1,641,889	1,541,341	1,896,524	1,999,335	102,811	2,077,834	78,499
Services and Supplies	551,345	612,103	705,137	764,137	59,000	764,137	
Other Charges	308,393	393,617	303,207	379,776	76,569	387,891	8,115
Fixed Assets	41,579	5,421					
Other Financing Uses		13,393	13,637	16,511	2,874	16,677	166
Gross Appropriations	2,543,206	2,565,875	2,918,505	3,159,759	241,254	3,246,539	86,780
Intrafund Transfers				(70,000)	(70,000)	(70,000)	
Net Appropriations	2,543,206	2,565,875	2,918,505	3,089,759	171,254	3,176,539	86,780
Contingencies/Dept Reserves	165,452	98,497	152,420	105,717	(46,703)	99,352	(6,365)
TOTAL REQUIREMENTS	2,708,658	2,664,372	3,070,925	3,195,476	124,551	3,275,891	80,415
NET COUNTY COST	1,376,770	1,541,373	2,007,513	2,132,064	124,551	2,212,479	80,415
AUTHORIZED POSITIONS							
Salary Resolution	14.0	14.0	13.0	13.0		13.0	
Funded FTE	14.0	13.4	12.4	13.0	0.6	13.0	

Health Administration (5500B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	249,533	574,749	632,495	1,066,688	434,193	1,537,007	470,319
Charges for Services		431,437	1,102,738	3,346,840	2,244,102	3,216,042	(130,798)
Interfund Revenue	715,721	151,148	900,000	2,191,603	1,291,603	2,191,603	
Miscellaneous Revenue	24	1,698	7,701,352	8,453,715	752,363	7,993,561	(460,154)
Total Revenue	965,278	1,159,031	10,336,585	15,058,846	4,722,261	14,938,213	(120,633)
Fund Balance	98,016	(34,235)	(9,507)		9,507		
TOTAL SOURCES	1,063,294	1,124,796	10,327,078	15,058,846	4,731,768	14,938,213	(120,633)
REQUIREMENTS							
Salaries and Benefits	2,474,601	2,293,069	2,755,093	5,824,857	3,069,764	5,989,501	164,644
Services and Supplies	596,939	1,016,319	1,544,615	2,795,173	1,250,558	2,726,485	(68,688)
Other Charges	1,098,213	128,569	768,318	1,261,427	493,109	1,044,790	(216,637)
Other Financing Uses		1,330	7,702,707	7,978,034	275,327	7,978,082	48
Gross Appropriations	4,169,753	3,439,287	12,770,733	17,859,491	5,088,758	17,738,858	(120,633)
Intrafund Transfers	(3,161,639)	(2,238,574)	(2,443,655)	(2,800,645)	(356,990)	(2,800,645)	
TOTAL REQUIREMENTS	1,008,114	1,200,713	10,327,078	15,058,846	4,731,768	14,938,213	(120,633)
NET COUNTY COST	(55,179)	75,916					
AUTHORIZED POSITIONS							
Salary Resolution	23.0	13.0	14.0	23.0	9.0	23.0	
Funded FTE	22.1	12.8	13.5	22.6	9.2	22.6	

Health Coverage Unit (5510B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	424,804	611,299		148,428	148,428	122,716	(25,712)
Charges for Services	1,259,930	2,166,294	1,550,936	1,807,288	256,352	1,680,989	(126,299)
Interfund Revenue	155,038	254,654	257,674	279,288	21,614	285,132	5,844
Miscellaneous Revenue	3,714,998	2,434,067	3,192,140	3,237,202	45,062	3,225,066	(12,136)
Total Revenue	5,554,769	5,466,314	5,000,750	5,472,206	471,456	5,313,903	(158,303)
Fund Balance			444,093		(444,093)		
TOTAL SOURCES	5,554,769	5,466,314	5,444,843	5,472,206	27,363	5,313,903	(158,303)
REQUIREMENTS							
Salaries and Benefits	3,327,051	3,632,500	3,835,765	4,143,347	307,582	4,277,335	133,988
Services and Supplies	6,452,733	5,667,367	5,825,309	5,599,996	(225,313)	5,494,578	(105,418)
Other Charges	108,162	136,424	154,250	242,851	88,601	181,133	(61,718)
Gross Appropriations	9,887,947	9,436,290	9,815,324	9,986,194	170,870	9,953,046	(33,148)
Intrafund Transfers	(2,652,208)	(2,645,999)	(2,437,500)	(2,502,607)	(65,107)	(2,524,624)	(22,017)
TOTAL REQUIREMENTS	7,235,739	6,790,291	7,377,824	7,483,587	105,763	7,428,422	(55,165)
NET COUNTY COST	1,680,969	1,323,978	1,932,981	2,011,381	78,400	2,114,519	103,138
AUTHORIZED POSITIONS							
Salary Resolution	31.0	31.0	31.0	33.0	2.0	33.0	
Funded FTE	30.6	30.6	30.6	31.8	1.2	31.8	

Public Health, Policy and Planning (5550B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	723,321	859,250	646,425	796,300	149,875	796,300	
Fines, Forfeitures and Penalties	208	413		200	200	200	
Intergovernmental Revenues	11,918,865	12,665,428	12,368,276	11,283,899	(1,084,377)	11,405,196	121,297
Charges for Services	1,543,088	2,047,045	3,228,356	4,058,181	829,825	4,059,617	1,436
Interfund Revenue	1,382,281	1,621,469	1,499,127	2,415,376	916,249	2,422,834	7,458
Miscellaneous Revenue	114,860	90,773	181,822	1,784,565	1,602,743	1,871,010	86,445
Total Revenue	15,682,624	17,284,378	17,924,006	20,338,521	2,414,515	20,555,157	216,636
Fund Balance	2,475,498	644,314	778,805	840,620	61,815	840,620	
TOTAL SOURCES	18,158,122	17,928,692	18,702,811	21,179,141	2,476,330	21,395,777	216,636
REQUIREMENTS							
Salaries and Benefits	12,575,966	12,984,834	15,526,377	17,287,683	1,761,306	17,901,338	613,655
Services and Supplies	10,750,150	10,904,113	11,273,971	12,945,726	1,671,755	12,493,270	(452,456)
Other Charges	1,879,692	1,740,244	1,993,144	1,767,437	(225,707)	1,792,331	24,894
Fixed Assets						513,391	513,391
Other Financing Uses		13,238	14,049	17,465	3,416	17,935	470
Gross Appropriations	25,205,807	25,642,429	28,807,541	32,018,311	3,210,770	32,718,265	699,954
Intrafund Transfers	(2,358,702)	(2,313,299)	(3,868,693)	(3,946,786)	(78,093)	(3,966,920)	(20,134)
Net Appropriations	22,847,105	23,329,130	24,938,848	28,071,525	3,132,677	28,751,345	679,820
Contingencies/Dept Reserves	1,070,779	525,953	696,444	758,259	61,815	758,259	
TOTAL REQUIREMENTS	23,917,884	23,855,083	25,635,292	28,829,784	3,194,492	29,509,604	679,820
NET COUNTY COST	5,759,763	5,926,391	6,932,481	7,650,643	718,162	8,113,827	463,184
AUTHORIZED POSITIONS							
Salary Resolution	102.0	101.0	97.0	100.0	3.0	100.0	
Funded FTE	100.9	98.9	94.9	98.8	3.9	98.8	

Health IT (5560B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues				2,405,348	2,405,348	260,000	(2,145,348)
Interfund Revenue		1,208,244	1,306,438	3,283,448	1,977,010	2,627,097	(656,351)
Miscellaneous Revenue		788,411	919,116		(919,116)		
Total Revenue		1,996,655	2,225,554	5,688,796	3,463,242	2,887,097	(2,801,699)
Fund Balance			823,562		(823,562)		
TOTAL SOURCES		1,996,655	3,049,116	5,688,796	2,639,680	2,887,097	(2,801,699)
REQUIREMENTS							
Salaries and Benefits		1,191,791	2,522,311	3,688,732	1,166,421	4,336,108	647,376
Services and Supplies		662,301	1,953,388	4,199,362	2,245,974	1,853,122	(2,346,240)
Other Charges		297,884	748,537	2,094,176	1,345,639	369,556	(1,724,620)
Fixed Assets				36,000	36,000		(36,000)
Gross Appropriations		2,151,976	5,224,236	10,018,270	4,794,034	6,558,786	(3,459,484)
Intrafund Transfers		(1,804,716)	(2,175,120)	(4,329,474)	(2,154,354)	(3,671,689)	657,785
Net Appropriations		347,260	3,049,116	5,688,796	2,639,680	2,887,097	(2,801,699)
Contingencies/Dept Reserves		1,649,394					
TOTAL REQUIREMENTS		1,996,655	3,049,116	5,688,796	2,639,680	2,887,097	(2,801,699)
AUTHORIZED POSITIONS							
Salary Resolution		12.0	15.0	19.0	4.0	19.0	
Funded FTE		12.0	14.3	19.0	4.7	19.0	

Emergency Medical Services GF (5600B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	47,498	35,147	40,000	40,000		47,498	7,498
Fines, Forfeitures and Penalties	363,305	478,136	874,248	1,025,226	150,978	1,095,844	70,618
Intergovernmental Revenues	1,269,546	1,197,169	1,108,676	1,132,874	24,198	1,033,851	(99,023)
Charges for Services	63,160	55,014	70,000	272,525	202,525	287,216	14,691
Interfund Revenue				18,667	18,667	19,471	804
Miscellaneous Revenue	4,614,547	4,695,094	4,846,151	4,993,018	146,867	5,093,446	100,428
Total Revenue	6,358,056	6,460,561	6,939,075	7,482,310	543,235	7,577,326	95,016
Fund Balance		335,882	335,882	335,882		335,882	
TOTAL SOURCES	6,358,056	6,796,443	7,274,957	7,818,192	543,235	7,913,208	95,016
REQUIREMENTS							
Salaries and Benefits	1,518,887	1,535,815	2,159,455	2,005,401	(154,054)	2,055,209	49,808
Services and Supplies	4,527,807	4,787,125	5,043,319	5,394,634	351,315	5,430,406	35,772
Other Charges	259,997	198,647	202,576	146,466	(56,110)	170,880	24,414
Fixed Assets				15,000	15,000		(15,000)
Other Financing Uses		600	611	809	198	831	22
Gross Appropriations	6,306,692	6,522,187	7,405,961	7,562,310	156,349	7,657,326	95,016
Intrafund Transfers			(436,733)	(80,000)	356,733	(80,000)	
Net Appropriations	6,306,692	6,522,187	6,969,228	7,482,310	513,082	7,577,326	95,016
Contingencies/Dept Reserves		335,882	335,882	335,882		335,882	
TOTAL REQUIREMENTS	6,306,692	6,858,069	7,305,110	7,818,192	513,082	7,913,208	95,016
NET COUNTY COST	(51,365)	61,626	30,153		(30,153)		
AUTHORIZED POSITIONS							
Salary Resolution	6.0	6.0	10.0	9.0	(1.0)	9.0	
Funded FTE	6.0	6.0	10.0	9.0	(1.0)	9.0	

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	2,449,528	2,280,976	2,518,064	2,510,175	(7,889)	2,457,581	(52,594)
Use of Money and Property	21,287	19,576	32,432	20,850	(11,582)	20,850	
Miscellaneous Revenue	48,616	103,384	52,000	69,000	17,000	69,000	
Total Revenue	2,519,431	2,403,936	2,602,496	2,600,025	(2,471)	2,547,431	(52,594)
Fund Balance	2,844,777	3,018,678	3,014,657	2,761,981	(252,676)	2,761,981	
TOTAL SOURCES	5,364,208	5,422,614	5,617,153	5,362,006	(255,147)	5,309,412	(52,594)
REQUIREMENTS							
Services and Supplies	2,345,530	2,407,956	2,840,281	2,872,608	32,327	2,915,877	43,269
Net Appropriations	2,345,530	2,407,956	2,840,281	2,872,608	32,327	2,915,877	43,269
Non-General Fund Reserves	3,018,678	3,014,657	2,776,872	2,489,398	(287,474)	2,393,535	(95,863)
TOTAL REQUIREMENTS	5,364,208	5,422,614	5,617,153	5,362,006	(255,147)	5,309,412	(52,594)

Aging and Adult Services (5700B)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	48,280	46,771	50,000	50,000		50,000	
Use of Money and Property	92,278	140,338	150,000	220,000	70,000	220,000	
Intergovernmental Revenues	12,157,894	12,549,898	14,727,206	15,473,573	746,367	16,150,292	676,719
Charges for Services	2,122,336	2,130,906	3,494,241	3,644,241	150,000	3,983,292	339,051
Interfund Revenue	144,676	155,726	221,333	221,333		221,333	
Miscellaneous Revenue	376,564	259,756	718,402	1,175,469	457,067	1,175,469	
Total Revenue	14,942,027	15,283,396	19,361,182	20,784,616	1,423,434	21,800,386	1,015,770
Fund Balance	876,543	423,888	577,820	508,000	(69,820)	508,000	
TOTAL SOURCES	15,818,570	15,707,284	19,939,002	21,292,616	1,353,614	22,308,386	1,015,770
REQUIREMENTS							
Salaries and Benefits	14,651,329	15,417,937	19,651,183	20,092,706	441,523	20,046,429	(46,277)
Services and Supplies	3,432,258	3,573,321	5,475,192	6,519,146	1,043,954	5,807,131	(712,015)
Other Charges	4,634,326	4,058,794	5,094,883	5,750,132	655,249	5,481,772	(268,360)
Other Financing Uses		5,863	5,986	5,986		5,986	
Gross Appropriations	22,717,913	23,055,915	30,227,244	32,367,970	2,140,726	31,341,318	(1,026,652)
Intrafund Transfers	(2,756,453)	(2,735,880)	(4,330,713)	(5,074,677)	(743,964)	(2,518,512)	2,556,165
Net Appropriations	19,961,460	20,320,035	25,896,531	27,293,293	1,396,762	28,822,806	1,529,513
Contingencies/Dept Reserves	565,115	423,888	508,000	508,000		579,000	71,000
TOTAL REQUIREMENTS	20,526,575	20,743,923	26,404,531	27,801,293	1,396,762	29,401,806	1,600,513
NET COUNTY COST	4,708,005	5,036,639	6,465,529	6,508,677	43,148	7,093,420	584,743
AUTHORIZED POSITIONS							
Salary Resolution	131.0	135.0	136.0	138.0	2.0	138.0	
Funded FTE	131.0	135.0	136.0	138.0	2.0	138.0	

Conservatorship Program (5700P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	92,278	97,858	100,000	140,000	40,000	140,000	
Charges for Services	1,916,590	1,864,076	3,146,472	3,296,472	150,000	3,434,399	137,927
Interfund Revenue	24,000	25,088					
Miscellaneous Revenue	118,373	76,228	384,875	384,875		384,875	
Total Revenue	2,151,241	2,063,250	3,631,347	3,821,347	190,000	3,959,274	137,927
Fund Balance				256,598	256,598	256,598	
TOTAL SOURCES	2,151,241	2,063,250	3,631,347	4,077,945	446,598	4,215,872	137,927
REQUIREMENTS							
Salaries and Benefits	4,190,322	4,455,155	5,606,492	5,625,460	18,968	5,844,458	218,998
Services and Supplies	1,740,794	1,545,959	2,041,758	2,239,100	197,342	2,239,100	
Other Charges	357,706	331,846	311,606	325,563	13,957	263,589	(61,974)
Other Financing Uses		1,957					
Gross Appropriations	6,288,822	6,334,918	7,959,856	8,190,123	230,267	8,347,147	157,024
Intrafund Transfers	(1,334,950)	(1,305,092)	(1,470,815)	(1,470,815)		(1,470,815)	
TOTAL REQUIREMENTS	4,953,872	5,029,826	6,489,041	6,719,308	230,267	6,876,332	157,024
NET COUNTY COST	2,802,631	2,966,576	2,857,694	2,641,363	(216,331)	2,660,460	19,097
AUTHORIZED POSITIONS							
Salary Resolution	42.0	46.0	46.0	46.0		46.0	
Funded FTE	42.0	46.0	46.0	46.0		46.0	

Public Administrator Program (5710P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property		42,480	50,000	80,000	30,000	80,000	
Charges for Services	107,392	177,547	202,323	202,323		403,447	201,124
Miscellaneous Revenue	40,890	122,704	64,000	64,000		64,000	
Total Revenue	148,282	342,731	316,323	346,323	30,000	547,447	201,124
Fund Balance	326,418	326,418	326,418		(326,418)		
TOTAL SOURCES	474,700	669,149	642,741	346,323	(296,418)	547,447	201,124
REQUIREMENTS							
Salaries and Benefits	1,383,931	1,570,183	2,351,506	2,391,778	40,272	1,678,270	(713,508)
Services and Supplies	275,280	432,756	1,345,927	1,864,329	518,402	1,124,666	(739,663)
Other Charges	159,594	146,915	261,478	472,028	210,550	227,588	(244,440)
Gross Appropriations	1,818,805	2,149,854	3,958,911	4,728,135	769,224	3,030,524	(1,697,611)
Intrafund Transfers	(1,057,104)	(1,193,123)	(2,375,535)	(3,003,061)	(627,526)	(446,896)	2,556,165
TOTAL REQUIREMENTS	761,701	956,731	1,583,376	1,725,074	141,698	2,583,628	858,554
NET COUNTY COST	287,001	287,583	940,635	1,378,751	438,116	2,036,181	657,430
AUTHORIZED POSITIONS							
Salary Resolution	15.0	14.0	14.0	14.0		14.0	
Funded FTE	15.0	14.0	14.0	14.0		14.0	

Community-Based Programs (5720P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	48,280	46,771	50,000	50,000		50,000	
Intergovernmental Revenues	12,157,894	12,549,898	14,727,206	15,473,573	746,367	16,150,292	676,719
Charges for Services	98,354	89,283	145,446	145,446		145,446	
Interfund Revenue	120,676	130,638	221,333	221,333		221,333	
Miscellaneous Revenue	217,301	60,825	269,527	726,594	457,067	726,594	
Total Revenue	12,642,504	12,877,415	15,413,512	16,616,946	1,203,434	17,293,665	676,719
Fund Balance	550,125	97,470	251,402	251,402		251,402	
TOTAL SOURCES	13,192,629	12,974,885	15,664,914	16,868,348	1,203,434	17,545,067	676,719
REQUIREMENTS							
Salaries and Benefits	9,077,075	9,392,599	11,693,185	12,075,468	382,283	12,523,701	448,233
Services and Supplies	1,416,184	1,594,605	2,087,507	2,415,717	328,210	2,443,365	27,648
Other Charges	4,117,026	3,580,033	4,521,799	4,952,541	430,742	4,990,595	38,054
Other Financing Uses		3,906	5,986	5,986		5,986	
Gross Appropriations	14,610,286	14,571,143	18,308,477	19,449,712	1,141,235	19,963,647	513,935
Intrafund Transfers	(364,398)	(237,665)	(484,363)	(600,801)	(116,438)	(600,801)	
Net Appropriations	14,245,887	14,333,478	17,824,114	18,848,911	1,024,797	19,362,846	513,935
Contingencies/Dept Reserves	565,115	423,888	508,000	508,000		579,000	71,000
TOTAL REQUIREMENTS	14,811,002	14,757,366	18,332,114	19,356,911	1,024,797	19,941,846	584,935
NET COUNTY COST	1,618,373	1,782,480	2,667,200	2,488,563	(178,637)	2,396,779	(91,784)
AUTHORIZED POSITIONS							
Salary Resolution	74.0	75.0	76.0	78.0	2.0	78.0	
Funded FTE	74.0	75.0	76.0	78.0	2.0	78.0	

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	5,246	7,049					
Intergovernmental Revenues	11,437,852	11,353,393	14,595,600	16,704,503	2,108,903	16,809,150	104,647
Interfund Revenue	3,960,322	3,969,391	3,969,894	3,969,894		3,969,894	
Miscellaneous Revenue	43,642	394,898		350,000	350,000	350,000	
Total Revenue	15,447,062	15,724,730	18,565,494	21,024,397	2,458,903	21,129,044	104,647
Fund Balance	1,200,000	861,955	861,955	861,955		861,955	
TOTAL SOURCES	16,647,062	16,586,685	19,427,449	21,886,352	2,458,903	21,990,999	104,647
REQUIREMENTS							
Salaries and Benefits	515,636	523,985	959,230	1,060,682	101,452	1,068,122	7,440
Services and Supplies	4,151,378	4,264,163	4,234,426	4,143,974	(90,452)	4,143,974	
Other Charges	10,768,093	10,936,372	13,371,838	15,819,741	2,447,903	15,916,948	97,207
Other Financing Uses	350,000	210					
Net Appropriations	15,785,107	15,724,730	18,565,494	21,024,397	2,458,903	21,129,044	104,647
Non-General Fund Reserves	861,955	861,955	861,955	861,955		861,955	
TOTAL REQUIREMENTS	16,647,062	16,586,685	19,427,449	21,886,352	2,458,903	21,990,999	104,647

IHSS Public Authority GF (6900B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
REQUIREMENTS							
Other Charges	3,702,306	3,702,306	3,702,306	3,702,306		3,702,306	
TOTAL REQUIREMENTS	3,702,306	3,702,306	3,702,306	3,702,306		3,702,306	
NET COUNTY COST	3,702,306	3,702,306	3,702,306	3,702,306		3,702,306	

Environmental Health Services (5900B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	941,802	973,805	794,809	931,536	136,727	1,016,302	84,766
Fines, Forfeitures and Penalties	117,516	110,066	110,000	110,000		110,000	
Intergovernmental Revenues	1,266,900	1,659,384	1,874,541	1,488,718	(385,823)	1,433,168	(55,550)
Charges for Services	9,716,069	10,373,041	11,037,548	12,640,211	1,602,663	12,995,797	355,586
Interfund Revenue		1,600		23,165	23,165	23,165	
Miscellaneous Revenue	489,496	458,903	410,000	495,000	85,000	505,000	10,000
Total Revenue	12,531,783	13,576,798	14,226,898	15,688,630	1,461,732	16,083,432	394,802
Fund Balance	2,708,815	1,105,991	1,126,387	268,651	(857,736)	268,651	
TOTAL SOURCES	15,240,598	14,682,789	15,353,285	15,957,281	603,996	16,352,083	394,802
REQUIREMENTS							
Salaries and Benefits	9,775,612	10,685,647	11,906,112	12,168,123	262,011	12,574,220	406,097
Services and Supplies	1,926,411	1,938,426	2,353,808	2,483,300	129,492	2,426,840	(56,460)
Other Charges	918,546	1,112,481	1,309,545	1,258,486	(51,059)	1,303,511	45,025
Other Financing Uses		3,376	3,435	5,605	2,170	5,745	140
Gross Appropriations	12,620,569	13,739,930	15,572,900	15,915,514	342,614	16,310,316	394,802
Intrafund Transfers			(506,410)	(122,768)	383,642	(122,768)	
Net Appropriations	12,620,569	13,739,930	15,066,490	15,792,746	726,256	16,187,548	394,802
Contingencies/Dept Reserves	1,342,189	759,676	390,911	268,651	(122,260)	268,651	
TOTAL REQUIREMENTS	13,962,758	14,499,606	15,457,401	16,061,397	603,996	16,456,199	394,802
NET COUNTY COST	(1,277,841)	(183,184)	104,116	104,116		104,116	
AUTHORIZED POSITIONS							
Salary Resolution	76.0	77.0	78.0	77.0	(1.0)	77.0	
Funded FTE	75.5	75.8	76.8	76.4	(0.4)	76.4	

Behavioral Health and Recovery Services (6100B)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		1,003,538	8,495,237	5,479,055	(3,016,182)	5,521,810	42,755
Use of Money and Property	34,016	40,323	40,323	67,775	27,452	67,775	
Intergovernmental Revenues	67,931,270	73,571,421	73,347,989	78,871,869	5,523,880	79,176,370	304,501
Charges for Services	36,156,925	34,489,855	40,235,772	55,757,988	15,522,216	56,016,988	259,000
Interfund Revenue		2,225	150,000	150,000		150,000	
Miscellaneous Revenue	2,339,242	2,040,619	2,469,381	2,022,000	(447,381)	2,022,000	
Other Financing Sources	750,000						
Total Revenue	107,211,453	111,147,982	124,738,702	142,348,687	17,609,985	142,954,943	606,256
Fund Balance	4,261,816	146,752					
TOTAL SOURCES	111,473,269	111,294,734	124,738,702	142,348,687	17,609,985	142,954,943	606,256
REQUIREMENTS							
Salaries and Benefits	49,253,695	53,555,132	64,454,755	68,682,600	4,227,845	70,880,541	2,197,941
Services and Supplies	50,919,782	52,805,082	60,269,874	63,603,815	3,333,941	64,249,225	645,410
Other Charges	38,913,149	31,970,040	32,696,346	44,397,346	11,701,000	44,938,192	540,846
Fixed Assets	7,580						
Other Financing Uses		349,057	350,008	350,533	525	352,688	2,155
Gross Appropriations	139,094,206	138,679,310	157,770,983	177,034,294	19,263,311	180,420,646	3,386,352
Intrafund Transfers	(2,803,725)	(3,061,947)	(3,512,119)	(2,808,225)	703,894	(2,808,225)	
TOTAL REQUIREMENTS	136,290,481	135,617,363	154,258,864	174,226,069	19,967,205	177,612,421	3,386,352
NET COUNTY COST	24,817,213	24,322,629	29,520,162	31,877,382	2,357,220	34,657,478	2,780,096
AUTHORIZED POSITIONS							
Salary Resolution	408.0	428.0	454.0	462.0	8.0	462.0	
Funded FTE	388.0	413.4	430.4	446.3	15.9	446.3	

Behavioral Health and Recovery Administration (6110P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes				391,131	391,131	400,908	9,777
Intergovernmental Revenues	4,244,390	3,730,397	4,456,819	5,681,420	1,224,601	5,713,575	32,155
Charges for Services	9,592,932	(2,377,117)	10,454,088	12,801,619	2,347,531	12,801,619	
Interfund Revenue		2,225					
Miscellaneous Revenue	131,166	47,084	47,300		(47,300)		
Other Financing Sources	750,000						
Total Revenue	14,718,488	1,402,590	14,958,207	18,874,170	3,915,963	18,916,102	41,932
Fund Balance	4,104,545	80,654					
TOTAL SOURCES	18,823,033	1,483,244	14,958,207	18,874,170	3,915,963	18,916,102	41,932
REQUIREMENTS							
Salaries and Benefits	7,779,465	8,937,386	9,866,020	10,628,995	762,975	10,941,672	312,677
Services and Supplies	5,475,941	5,197,183	4,841,390	9,119,004	4,277,614	9,052,598	(66,406)
Other Charges	8,250,853	1,948,376	2,164,254	1,120,417	(1,043,837)	1,185,415	64,998
Other Financing Uses		2,453	2,498		(2,498)	88	88
Gross Appropriations	21,506,259	16,085,397	16,874,162	20,868,416	3,994,254	21,179,773	311,357
Intrafund Transfers	(25,000)	(25,000)	(17,080)		17,080		
TOTAL REQUIREMENTS	21,481,259	16,060,397	16,857,082	20,868,416	4,011,334	21,179,773	311,357
NET COUNTY COST	2,658,226	14,577,153	1,898,875	1,994,246	95,371	2,263,671	269,425
AUTHORIZED POSITIONS							
Salary Resolution	60.0	65.0	65.0	63.0	(2.0)	63.0	
Funded FTE	58.7	64.5	64.5	63.0	(1.5)	63.0	

Mental Health Youth Services (6130P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		844,146	3,940,076	3,002,874	(937,202)	3,035,852	32,978
Intergovernmental Revenues	15,984,947	21,425,303	21,716,632	22,037,707	321,075	22,235,053	197,346
Charges for Services	6,233,396	3,102,645	5,758,050	7,850,176	2,092,126	7,850,176	
Miscellaneous Revenue	281,869	193,952	185,071	182,000	(3,071)	182,000	
TOTAL SOURCES	22,500,212	25,566,045	31,599,829	33,072,757	1,472,928	33,303,081	230,324
REQUIREMENTS							
Salaries and Benefits	17,712,592	19,391,091	23,412,111	23,868,031	455,920	24,748,428	880,397
Services and Supplies	11,336,343	12,618,740	16,088,734	16,335,700	246,966	16,628,119	292,419
Other Charges	2,278,008	1,732,072	2,002,493	2,373,581	371,088	2,415,049	41,468
Fixed Assets	7,580						
Other Financing Uses		295,580	295,841	298,203	2,362	298,524	321
Gross Appropriations	31,334,523	34,037,483	41,799,179	42,875,515	1,076,336	44,090,120	1,214,605
Intrafund Transfers	(2,288,195)	(2,723,958)	(2,290,704)	(2,475,989)	(185,285)	(2,475,989)	
TOTAL REQUIREMENTS	29,046,328	31,313,525	39,508,475	40,399,526	891,051	41,614,131	1,214,605
NET COUNTY COST	6,546,116	5,747,480	7,908,646	7,326,769	(581,877)	8,311,050	984,281
AUTHORIZED POSITIONS							
Salary Resolution	154.0	166.0	166.0	170.0	4.0	170.0	
Funded FTE	147.3	161.3	161.3	163.6	2.3	163.6	

Mental Health Adult Services (6140P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		78,933	3,938,145	1,456,001	(2,482,144)	1,456,001	
Intergovernmental Revenues	38,822,398	38,905,662	38,657,767	41,985,605	3,327,838	42,060,605	75,000
Charges for Services	18,501,705	31,201,443	19,091,441	27,380,230	8,288,789	27,610,230	230,000
Interfund Revenue			150,000	150,000		150,000	
Miscellaneous Revenue	1,292,717	1,623,734	1,440,453	1,000,000	(440,453)	1,000,000	
TOTAL SOURCES	58,616,820	71,809,772	63,277,806	71,971,836	8,694,030	72,276,836	305,000
REQUIREMENTS							
Salaries and Benefits	21,017,965	22,264,178	26,583,864	28,698,265	2,114,401	29,515,930	817,665
Services and Supplies	33,499,664	34,371,514	38,270,109	37,576,400	(693,709)	37,992,197	415,797
Other Charges	14,475,748	13,858,746	12,206,321	21,967,469	9,761,148	22,098,744	131,275
Other Financing Uses		47,511	48,093	46,329	(1,764)	47,926	1,597
Gross Appropriations	68,993,377	70,541,949	77,108,387	88,288,463	11,180,076	89,654,797	1,366,334
Intrafund Transfers		(236,168)	(133,832)	(220,000)	(86,168)	(220,000)	
TOTAL REQUIREMENTS	68,993,377	70,305,780	76,974,555	88,068,463	11,093,908	89,434,797	1,366,334
NET COUNTY COST	10,376,557	(1,503,992)	13,696,749	16,096,627	2,399,878	17,157,961	1,061,334
AUTHORIZED POSITIONS							
Salary Resolution	170.0	174.0	183.0	188.0	5.0	188.0	
Funded FTE	159.5	165.7	171.3	179.7	8.4	179.7	

Alcohol and Other Drug Services (6170P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		80,460	617,016	629,049	12,033	629,049	
Use of Money and Property	34,016	40,323	40,323	67,775	27,452	67,775	
Intergovernmental Revenues	8,879,535	9,510,059	8,516,771	9,167,137	650,366	9,167,137	
Charges for Services	1,828,892	2,562,884	4,932,193	7,725,963	2,793,770	7,754,963	29,000
Miscellaneous Revenue	633,490	175,849	796,557	840,000	43,443	840,000	
Total Revenue	11,375,933	12,369,575	14,902,860	18,429,924	3,527,064	18,458,924	29,000
Fund Balance	157,271	66,098					
TOTAL SOURCES	11,533,204	12,435,673	14,902,860	18,429,924	3,527,064	18,458,924	29,000
REQUIREMENTS							
Salaries and Benefits	2,743,674	2,962,478	4,592,760	5,487,309	894,549	5,674,511	187,202
Services and Supplies	607,834	617,645	1,069,641	572,711	(496,930)	576,311	3,600
Other Charges	13,908,540	14,430,846	16,323,278	18,935,879	2,612,601	19,238,984	303,105
Other Financing Uses		3,513	3,576	6,001	2,425	6,150	149
Gross Appropriations	17,260,048	18,014,482	21,989,255	25,001,900	3,012,645	25,495,956	494,056
Intrafund Transfers	(490,530)	(76,821)	(1,070,503)	(112,236)	958,267	(112,236)	
TOTAL REQUIREMENTS	16,769,518	17,937,661	20,918,752	24,889,664	3,970,912	25,383,720	494,056
NET COUNTY COST	5,236,313	5,501,988	6,015,892	6,459,740	443,848	6,924,796	465,056
AUTHORIZED POSITIONS							
Salary Resolution	24.0	23.0	40.0	41.0	1.0	41.0	
Funded FTE	22.5	22.0	33.3	40.0	6.7	40.0	

Family Health Services (6240B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		44,116	623,193	1,300,662	677,469	1,400,595	99,933
Intergovernmental Revenues	12,349,888	14,144,928	14,374,105	14,593,614	219,509	14,724,370	130,756
Charges for Services	3,238,986	3,197,934	4,512,546	5,704,898	1,192,352	5,707,310	2,412
Interfund Revenue		2,000					
Miscellaneous Revenue	728,144	725,740	793,555	722,963	(70,592)	749,388	26,425
Total Revenue	16,317,019	18,114,719	20,303,399	22,322,137	2,018,738	22,581,663	259,526
Fund Balance	1,612,834	671,402	692,158	520,486	(171,672)	520,486	
TOTAL SOURCES	17,929,853	18,786,121	20,995,557	22,842,623	1,847,066	23,102,149	259,526
REQUIREMENTS							
Salaries and Benefits	20,673,711	22,259,352	24,845,045	27,842,155	2,997,110	29,096,289	1,254,134
Services and Supplies	3,135,612	2,976,840	3,614,999	3,801,158	186,159	3,937,530	136,372
Other Charges	1,674,607	2,047,324	2,205,087	2,332,970	127,883	2,236,631	(96,339)
Fixed Assets			105,735		(105,735)		
Other Financing Uses		2,554	2,600	2,577	(23)	2,642	65
Gross Appropriations	25,483,931	27,286,071	30,773,466	33,978,860	3,205,394	35,273,092	1,294,232
Intrafund Transfers	(743,554)	(894,402)	(1,438,152)	(1,473,210)	(35,058)	(1,547,841)	(74,631)
Net Appropriations	24,740,377	26,391,669	29,335,314	32,505,650	3,170,336	33,725,251	1,219,601
Contingencies/Dept Reserves	669,639	520,486	520,486	520,486		520,486	
TOTAL REQUIREMENTS	25,410,016	26,912,155	29,855,800	33,026,136	3,170,336	34,245,737	1,219,601
NET COUNTY COST	7,480,164	8,126,034	8,860,243	10,183,513	1,323,270	11,143,588	960,075
AUTHORIZED POSITIONS							
Salary Resolution	177.0	180.0	181.0	186.0	5.0	186.0	
Funded FTE	169.0	171.8	172.6	178.1	5.5	178.1	

Correctional Health Services (6300B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes			188,093	113,985	(74,108)	118,790	4,805
Intergovernmental Revenues	1,199,651	1,363,270	2,219,913	2,200,542	(19,371)	2,203,058	2,516
Charges for Services	2,944	2,968	2,700	2,700		2,700	
Interfund Revenue	340,444	340,444	340,444	340,444		340,444	
Miscellaneous Revenue	90,366	90,670	24,162	74,200	50,038	74,200	
Total Revenue	1,633,405	1,797,352	2,775,312	2,731,871	(43,441)	2,739,192	7,321
Fund Balance	917,171	864,727	418,689	173,713	(244,976)	173,713	
TOTAL SOURCES	2,550,576	2,662,079	3,194,001	2,905,584	(288,417)	2,912,905	7,321
REQUIREMENTS							
Salaries and Benefits	11,808,611	12,105,801	13,468,135	14,034,917	566,782	14,628,571	593,654
Services and Supplies	4,455,109	5,305,000	5,393,607	6,056,401	662,794	6,033,044	(23,357)
Other Charges	477,470	609,981	620,768	722,292	101,524	722,703	411
Fixed Assets			229,518	26,500	(203,018)		(26,500)
Gross Appropriations	16,741,190	18,020,781	19,712,028	20,840,110	1,128,082	21,384,318	544,208
Intrafund Transfers	(7,737,480)	(7,995,753)	(8,217,072)	(8,474,853)	(257,781)	(8,635,740)	(160,887)
Net Appropriations	9,003,711	10,025,028	11,494,956	12,365,257	870,301	12,748,578	383,321
Contingencies/Dept Reserves	231,618	173,713	173,713	173,713		173,713	
TOTAL REQUIREMENTS	9,235,329	10,198,741	11,668,669	12,538,970	870,301	12,922,291	383,321
NET COUNTY COST	6,684,753	7,536,662	8,474,668	9,633,386	1,158,718	10,009,386	376,000
AUTHORIZED POSITIONS							
Salary Resolution	88.0	90.0	91.0	91.0		91.0	
Funded FTE	84.1	86.0	87.4	87.7	0.4	87.7	

San Mateo Medical Center (6600B)
Medical Center Enterprise Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		24,041	929,541	596,329	(333,212)	596,329	
Use of Money and Property	(27,016)	233,275	31,056	117,382	86,326	117,382	
Intergovernmental Revenues	75,731,937	70,128,048	22,446,759	41,638,637	19,191,878	32,077,039	(9,561,598)
Charges for Services	94,241,558	107,832,375	178,703,133	183,314,231	4,611,098	201,705,068	18,390,837
Interfund Revenue	1,746,429	2,190,803	2,103,504	1,578,537	(524,967)	1,578,537	
Miscellaneous Revenue	6,363,747	12,618,420	7,163,364	6,080,900	(1,082,464)	5,719,167	(361,733)
Other Financing Sources	77,057,629	62,380,328	63,068,265	58,868,082	(4,200,183)	58,868,082	
Total Revenue	255,114,283	255,407,290	274,445,622	292,194,098	17,748,476	300,661,604	8,467,506
Fund Balance		7,317,097	10,858,227	5,500,000	(5,358,227)	2,029,330	(3,470,670)
TOTAL SOURCES	255,114,283	262,724,387	285,303,849	297,694,098	12,390,249	302,690,934	4,996,836
REQUIREMENTS							
Salaries and Benefits	136,929,781	136,876,575	153,153,401	169,031,017	15,877,616	174,171,997	5,140,980
Services and Supplies	75,110,548	82,307,301	84,277,735	84,363,713	85,978	84,386,685	22,972
Other Charges	25,872,594	23,288,175	24,644,043	27,645,398	3,001,355	28,326,419	681,021
Fixed Assets	316,265	9,800	7,600,000	6,500,000	(1,100,000)	6,500,000	
Other Financing Uses	9,597,741	9,587,642	10,230,620	10,375,412	144,792	9,527,275	(848,137)
Gross Appropriations	247,826,929	252,069,493	279,905,799	297,915,540	18,009,741	302,912,376	4,996,836
Intrafund Transfers		(203,333)	(221,442)	(221,442)		(221,442)	
Net Appropriations	247,826,929	251,866,160	279,684,357	297,694,098	18,009,741	302,690,934	4,996,836
Non-General Fund Reserves	7,287,354	10,858,227	5,619,492		(5,619,492)		
TOTAL REQUIREMENTS	255,114,283	262,724,387	285,303,849	297,694,098	12,390,249	302,690,934	4,996,836
AUTHORIZED POSITIONS							
Salary Resolution	979.0	997.0	1,013.0	1,029.0	16.0	1,029.0	
Funded FTE	908.7	925.4	932.3	955.9	23.6	955.9	

Contributions to Medical Center (5850B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	10,634,067	6,695,083					
Miscellaneous Revenue	5,612,056	8,850,099	5,612,056	5,612,056		5,612,056	
TOTAL SOURCES	16,246,123	15,545,182	5,612,056	5,612,056		5,612,056	
REQUIREMENTS							
Other Financing Uses	77,652,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
Gross Appropriations	77,652,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
Intrafund Transfers	(82,000)						
TOTAL REQUIREMENTS	77,570,176	62,517,493	63,068,265	58,868,082	(4,200,183)	58,868,082	
NET COUNTY COST	61,324,053	46,972,311	57,456,209	53,256,026	(4,200,183)	53,256,026	

First 5 San Mateo County (1950B)
First 5 Fund (Information Only)

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	178,420	179,900	133,241	108,668	(24,573)	94,047	(14,621)
Intergovernmental Revenues	6,585,479	5,869,076	6,278,102	5,789,585	(488,517)	5,558,002	(231,583)
Miscellaneous Revenue	180,657	816,221	431,030	185,000	(246,030)		(185,000)
Total Revenue	6,944,556	6,865,197	6,842,373	6,083,253	(759,120)	5,652,049	(431,204)
Fund Balance	24,496,677	22,226,981	19,792,059	15,760,600	(4,031,459)	13,641,432	(2,119,168)
TOTAL SOURCES	31,441,233	29,092,178	26,634,432	21,843,853	(4,790,579)	19,293,481	(2,550,372)
REQUIREMENTS							
Salaries and Benefits	998,125	1,009,658	1,088,945	1,215,977	127,032	1,295,562	79,585
Services and Supplies	822,898	125,137	137,612	104,060	(33,552)	92,060	(12,000)
Other Charges	7,850,569	8,165,324	9,647,275	6,882,384	(2,764,891)	7,452,384	570,000
Net Appropriations	9,671,592	9,300,119	10,873,832	8,202,421	(2,671,411)	8,840,006	637,585
Non-General Fund Reserves	21,769,641	19,792,059	15,760,600	13,641,432	(2,119,168)	10,453,475	(3,187,957)
TOTAL REQUIREMENTS	31,441,233	29,092,178	26,634,432	21,843,853	(4,790,579)	19,293,481	(2,550,372)
AUTHORIZED POSITIONS							
Salary Resolution	10.0	8.0	8.0	8.0		8.0	
Funded FTE	9.6	8.0	8.0	7.5	(0.5)	7.5	

Department of Child Support Services (2600B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	10,737,954	10,756,102	11,414,133	11,414,033	(100)	11,414,033	
Miscellaneous Revenue			206,780	108,090	(98,690)	364,813	256,723
TOTAL SOURCES	10,737,954	10,756,102	11,620,913	11,522,123	(98,790)	11,778,846	256,723
REQUIREMENTS							
Salaries and Benefits	9,348,616	9,505,634	10,573,508	10,252,597	(320,911)	10,626,897	374,300
Services and Supplies	439,910	472,407	494,550	428,050	(66,500)	428,050	
Other Charges	949,428	491,191	505,657	630,174	124,517	642,390	12,216
Other Financing Uses		289,037	290,179	266,985	(23,194)	269,443	2,458
Gross Appropriations	10,737,954	10,758,269	11,863,894	11,577,806	(286,088)	11,966,780	388,974
Intrafund Transfers		(2,167)	(242,981)	(55,683)	187,298	(187,934)	(132,251)
TOTAL REQUIREMENTS	10,737,954	10,756,102	11,620,913	11,522,123	(98,790)	11,778,846	256,723
AUTHORIZED POSITIONS							
Salary Resolution	87.0	89.0	86.0	80.0	(6.0)	80.0	
Funded FTE	86.2	88.5	85.0	79.6	(5.3)	79.6	

Human Services Agency (7000B)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		1,674,303	4,528,868	4,598,362	69,494	4,420,994	(177,368)
Intergovernmental Revenues	120,314,834	133,576,734	149,376,777	157,224,831	7,848,054	156,509,583	(715,248)
Charges for Services	1,539,232	2,291,531	3,420,244	3,207,836	(212,408)	3,207,836	
Interfund Revenue	30,720	14,102	40,000	30,000	(10,000)	30,000	
Miscellaneous Revenue	1,301,434	1,615,968	1,973,853	3,149,861	1,176,008	2,785,423	(364,438)
Total Revenue	123,186,221	139,172,638	159,339,742	168,210,890	8,871,148	166,953,836	(1,257,054)
Fund Balance	7,189,504	6,846,102	8,624,249	8,542,744	(81,505)	7,102,744	(1,440,000)
TOTAL SOURCES	130,375,725	146,018,740	167,963,991	176,753,634	8,789,643	174,056,580	(2,697,054)
REQUIREMENTS							
Salaries and Benefits	76,229,618	83,763,454	98,703,205	105,412,774	6,709,569	108,890,626	3,477,852
Services and Supplies	37,386,907	45,611,932	61,395,809	66,851,642	5,455,833	63,366,208	(3,485,434)
Other Charges	61,206,067	61,649,185	69,952,587	69,256,972	(695,615)	70,180,498	923,526
Fixed Assets			190,887	20,000	(170,887)	100,000	80,000
Other Financing Uses	291,004	919,040	915,702	642,009	(273,693)	644,254	2,245
Gross Appropriations	175,113,596	191,943,611	231,158,190	242,183,397	11,025,207	243,181,586	998,189
Intrafund Transfers	(21,902,361)	(22,265,047)	(30,534,578)	(30,715,269)	(180,691)	(30,902,822)	(187,553)
Net Appropriations	153,211,235	169,678,563	200,623,612	211,468,128	10,844,516	212,278,764	810,636
Contingencies/Dept Reserves	6,041,050	5,731,102	7,009,249	7,102,744	93,495	6,678,544	(424,200)
TOTAL REQUIREMENTS	159,252,285	175,409,665	207,632,861	218,570,872	10,938,011	218,957,308	386,436
NET COUNTY COST	28,876,560	29,390,925	39,668,870	41,817,238	2,148,368	44,900,728	3,083,490
AUTHORIZED POSITIONS							
Salary Resolution	742.0	767.0	764.0	769.0	5.0	768.0	(1.0)
Funded FTE	722.1	767.0	761.4	769.0	7.5	768.0	(1.0)

Office of Agency Director (7010P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes				142,363	142,363	153,702	11,339
Intergovernmental Revenues	16,515	16,469					
Interfund Revenue		5,190		10,000	10,000	10,000	
Miscellaneous Revenue	41,256	15,239					
Total Revenue	57,771	36,898		152,363	152,363	163,702	11,339
Fund Balance	4,934,395	4,624,447	6,402,594	5,996,089	(406,505)	5,571,889	(424,200)
TOTAL SOURCES	4,992,166	4,661,345	6,402,594	6,148,452	(254,142)	5,735,591	(412,861)
REQUIREMENTS							
Salaries and Benefits	11,102,104	10,950,339	13,258,878	13,646,040	387,162	14,105,464	459,424
Services and Supplies	1,672,082	1,387,341	3,563,399	4,695,174	1,131,775	4,368,201	(326,973)
Other Charges	3,323,619	3,916,701	5,385,474	4,531,514	(853,960)	4,859,799	328,285
Fixed Assets			190,887		(190,887)		
Other Financing Uses		832	586	917	331	941	24
Gross Appropriations	16,097,804	16,255,213	22,399,224	22,873,645	474,421	23,334,405	460,760
Intrafund Transfers	(16,106,340)	(16,127,679)	(21,453,669)	(22,553,502)	(1,099,833)	(23,002,923)	(449,421)
Net Appropriations	(8,535)	127,534	945,555	320,143	(625,412)	331,482	11,339
Contingencies/Dept Reserves	4,934,395	4,624,447	5,902,594	5,996,089	93,495	5,571,889	(424,200)
TOTAL REQUIREMENTS	4,925,860	4,751,981	6,848,149	6,316,232	(531,917)	5,903,371	(412,861)
NET COUNTY COST	(66,306)	90,636	445,555	167,780	(277,775)	167,780	
AUTHORIZED POSITIONS							
Salary Resolution	92.0	90.0	91.0	91.0		91.0	
Funded FTE	91.1	90.0	91.0	91.0		91.0	

Eligibility Determination (7220P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	43,812,843	52,464,645	54,666,350	59,674,261	5,007,911	58,914,196	(760,065)
Miscellaneous Revenue	373,511	318,450	45,000	45,000		45,000	
Total Revenue	44,186,354	52,783,096	54,711,350	59,719,261	5,007,911	58,959,196	(760,065)
Fund Balance	1,110,420			320,000	320,000	176,750	(143,250)
TOTAL SOURCES	45,296,774	52,783,096	54,711,350	60,039,261	5,327,911	59,135,946	(903,315)
REQUIREMENTS							
Salaries and Benefits	34,088,434	39,013,644	43,203,226	47,678,722	4,475,496	49,120,468	1,441,746
Services and Supplies	12,016,565	15,208,044	20,757,397	22,483,203	1,725,806	20,664,955	(1,818,248)
Other Charges	5,621,580	5,070,592	5,558,512	4,826,205	(732,307)	5,197,960	371,755
Fixed Assets						100,000	100,000
Other Financing Uses	82,483	101,724	98,658	22,145	(76,513)	22,707	562
Gross Appropriations	51,809,062	59,394,004	69,617,793	75,010,275	5,392,482	75,106,090	95,815
Intrafund Transfers	(732,720)	(844,113)	(2,540,774)	(2,428,769)	112,005	(2,465,878)	(37,109)
TOTAL REQUIREMENTS	51,076,342	58,549,891	67,077,019	72,581,506	5,504,487	72,640,212	58,706
NET COUNTY COST	5,779,568	5,766,795	12,365,669	12,542,245	176,576	13,504,266	962,021
AUTHORIZED POSITIONS							
Salary Resolution	384.0	387.0	365.0	360.0	(5.0)	360.0	
Funded FTE	368.8	387.0	365.0	360.0	(5.0)	360.0	

Aid Payments (7210P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	19,273,233	17,598,171	22,897,124	22,340,536	(556,588)	22,340,536	
Miscellaneous Revenue	21,042	83,629					
TOTAL SOURCES	19,294,276	17,681,799	22,897,124	22,340,536	(556,588)	22,340,536	
REQUIREMENTS							
Services and Supplies	748,908	27,529	1,119,770	1,119,770		1,119,770	
Other Charges	23,817,332	21,949,734	27,089,588	26,533,000	(556,588)	26,533,000	
TOTAL REQUIREMENTS	24,566,240	21,977,263	28,209,358	27,652,770	(556,588)	27,652,770	
NET COUNTY COST	5,271,964	4,295,464	5,312,234	5,312,234		5,312,234	

Employment Services (7320P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	9,376,065	10,980,067	13,290,388	18,801,175	5,510,787	19,243,996	442,821
Miscellaneous Revenue	64,054	31,813	17,500		(17,500)		
Total Revenue	9,440,119	11,011,880	13,307,888	18,801,175	5,493,287	19,243,996	442,821
Fund Balance	351,369	933,335	933,335	933,335		313,335	(620,000)
TOTAL SOURCES	9,791,488	11,945,215	14,241,223	19,734,510	5,493,287	19,557,331	(177,179)
REQUIREMENTS							
Salaries and Benefits	4,045,659	4,701,795	5,713,928	7,376,827	1,662,899	7,671,015	294,188
Services and Supplies	2,105,757	2,165,924	3,774,908	5,779,889	2,004,981	5,286,183	(493,706)
Other Charges	5,919,885	6,289,044	6,604,621	7,493,336	888,715	7,560,238	66,902
Other Financing Uses	95,075	78,105	78,737	17,015	(61,722)	17,438	423
Gross Appropriations	12,166,376	13,234,868	16,172,194	20,667,067	4,494,873	20,534,874	(132,193)
Intrafund Transfers	(48,948)	(95,619)	(59,000)	(115,063)	(56,063)	(115,063)	
Net Appropriations	12,117,428	13,139,249	16,113,194	20,552,004	4,438,810	20,419,811	(132,193)
Contingencies/Dept Reserves	313,335	313,335	313,335	313,335		313,335	
TOTAL REQUIREMENTS	12,430,763	13,452,584	16,426,529	20,865,339	4,438,810	20,733,146	(132,193)
NET COUNTY COST	2,639,275	1,507,369	2,185,306	1,130,829	(1,054,477)	1,175,815	44,986
AUTHORIZED POSITIONS							
Salary Resolution	49.0	48.0	49.0	56.0	7.0	56.0	
Funded FTE	48.7	48.0	49.0	56.0	7.0	56.0	

Vocational Rehab Services (7330P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		21,350	235,866	222,834	(13,032)	229,401	6,567
Intergovernmental Revenues	1,369,703	1,052,354	1,529,456	1,479,456	(50,000)	1,479,456	
Charges for Services	1,539,232	2,291,531	3,420,244	3,207,836	(212,408)	3,207,836	
Interfund Revenue	30,720	8,912	40,000	20,000	(20,000)	20,000	
Miscellaneous Revenue	172,041	121,241	219,641	936,800	717,159	600,000	(336,800)
Total Revenue	3,111,697	3,495,387	5,445,207	5,866,926	421,719	5,536,693	(330,233)
Fund Balance		495,000	495,000		(495,000)		
TOTAL SOURCES	3,111,697	3,990,387	5,940,207	5,866,926	(73,281)	5,536,693	(330,233)
REQUIREMENTS							
Salaries and Benefits	3,864,102	3,783,016	4,812,320	4,647,035	(165,285)	4,737,467	90,432
Services and Supplies	3,227,704	3,939,550	5,348,409	5,534,657	186,248	5,255,218	(279,439)
Other Charges	585,341	917,651	1,045,379	1,127,416	82,037	1,168,341	40,925
Other Financing Uses		5,326	5,327		(5,327)		
Gross Appropriations	7,677,146	8,645,543	11,211,435	11,309,108	97,673	11,161,026	(148,082)
Intrafund Transfers	(3,445,615)	(3,562,490)	(3,738,357)	(3,752,914)	(14,557)	(3,752,914)	
TOTAL REQUIREMENTS	4,231,531	5,083,053	7,473,078	7,556,194	83,116	7,408,112	(148,082)
NET COUNTY COST	1,119,835	1,092,666	1,532,871	1,689,268	156,397	1,871,419	182,151
AUTHORIZED POSITIONS							
Salary Resolution	34.0	34.0	36.0	36.0		36.0	
Funded FTE	33.6	34.0	35.2	36.0	0.8	36.0	

Children and Family Services (7420P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		635,618	2,242,031	2,109,104	(132,927)	2,210,296	101,192
Intergovernmental Revenues	43,876,856	48,282,231	52,196,080	53,802,338	1,606,258	53,375,659	(426,679)
Miscellaneous Revenue	515,980	873,017	1,567,334	2,045,423	478,089	2,045,423	
Total Revenue	44,392,836	49,790,866	56,005,445	57,956,865	1,951,420	57,631,378	(325,487)
Fund Balance	793,320	793,320	793,320	1,293,320	500,000	1,040,770	(252,550)
TOTAL SOURCES	45,186,156	50,584,186	56,798,765	59,250,185	2,451,420	58,672,148	(578,037)
REQUIREMENTS							
Salaries and Benefits	21,635,803	23,352,300	28,895,546	29,786,262	890,716	31,120,079	1,333,817
Services and Supplies	12,786,792	16,856,983	17,657,221	19,921,447	2,264,226	19,669,253	(252,194)
Other Charges	21,365,066	22,715,130	22,752,108	23,983,562	1,231,454	24,093,730	110,168
Fixed Assets				20,000	20,000		(20,000)
Other Financing Uses	106,476	688,524	691,844	578,950	(112,894)	579,615	665
Gross Appropriations	55,894,136	63,612,937	69,996,719	74,290,221	4,293,502	75,462,677	1,172,456
Intrafund Transfers	(75,520)	(364,105)	(282,865)	(242,865)	40,000	(242,865)	
Net Appropriations	55,818,616	63,248,832	69,713,854	74,047,356	4,333,502	75,219,812	1,172,456
Contingencies/Dept Reserves	793,320	793,320	793,320	793,320		793,320	
TOTAL REQUIREMENTS	56,611,936	64,042,152	70,507,174	74,840,676	4,333,502	76,013,132	1,172,456
NET COUNTY COST	11,425,780	13,457,966	13,708,409	15,590,491	1,882,082	17,340,984	1,750,493
AUTHORIZED POSITIONS							
Salary Resolution	170.0	195.0	203.0	211.0	8.0	211.0	
Funded FTE	167.8	195.0	201.2	210.9	9.7	210.9	

Homeless and Safety Net Services (7510P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		942,335	1,617,665	1,765,680	148,015	1,462,214	(303,466)
Intergovernmental Revenues	1,626,118	1,511,659	940,209	955,829	15,620	984,504	28,675
Miscellaneous Revenue	14,589						
TOTAL SOURCES	1,640,707	2,453,995	2,557,874	2,721,509	163,635	2,446,718	(274,791)
REQUIREMENTS							
Salaries and Benefits	386,816	635,142	470,179	598,387	128,208	561,903	(36,484)
Services and Supplies	4,126,085	5,124,593	6,550,658	5,979,114	(571,544)	5,670,586	(308,528)
Other Charges	226,430	253,535	252,054	443,696	191,642	453,935	10,239
Other Financing Uses		27,086	27,086	22,982	(4,104)	23,553	571
Gross Appropriations	4,739,331	6,040,355	7,299,977	7,044,179	(255,798)	6,709,977	(334,202)
Intrafund Transfers	(705,346)	(551,540)	(1,694,864)	(849,834)	845,030	(651,775)	198,059
TOTAL REQUIREMENTS	4,033,985	5,488,815	5,605,113	6,194,345	589,232	6,058,202	(136,143)
NET COUNTY COST	2,393,278	3,034,820	3,047,239	3,472,836	425,597	3,611,484	138,648
AUTHORIZED POSITIONS							
Salary Resolution	3.0	3.0	3.0	4.0	1.0	4.0	
Funded FTE	3.0	3.0	3.0	4.0	1.0	4.0	

Community Capacity (7520P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		75,000	433,306	358,381	(74,925)	365,381	7,000
Intergovernmental Revenues	963,500	1,671,138	3,857,170	171,236	(3,685,934)	171,236	
Miscellaneous Revenue	98,960	172,580	124,378	122,638	(1,740)	95,000	(27,638)
TOTAL SOURCES	1,062,461	1,918,717	4,414,854	652,255	(3,762,599)	631,617	(20,638)
REQUIREMENTS							
Salaries and Benefits	1,106,701	1,327,218	2,349,128	1,679,501	(669,627)	1,574,230	(105,271)
Services and Supplies	703,015	901,968	2,624,047	1,338,388	(1,285,659)	1,332,042	(6,346)
Other Charges	346,814	536,798	1,264,851	318,243	(946,608)	313,495	(4,748)
Other Financing Uses	6,970	17,443	13,464		(13,464)		
Gross Appropriations	2,163,501	2,783,427	6,251,490	3,336,132	(2,915,358)	3,219,767	(116,365)
Intrafund Transfers	(787,873)	(719,501)	(765,049)	(772,322)	(7,273)	(671,404)	100,918
TOTAL REQUIREMENTS	1,375,628	2,063,926	5,486,441	2,563,810	(2,922,631)	2,548,363	(15,447)
NET COUNTY COST	313,167	145,209	1,071,587	1,911,555	839,968	1,916,746	5,191
AUTHORIZED POSITIONS							
Salary Resolution	10.0	10.0	17.0	11.0	(6.0)	10.0	(1.0)
Funded FTE	9.1	10.0	17.0	11.0	(6.0)	10.0	(1.0)

Planning and Building (3800B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		42,157					
Licenses, Permits and Franchises	2,906,885	3,245,735	2,740,595	3,044,560	303,965	3,094,560	50,000
Fines, Forfeitures and Penalties	14,450	32,676	15,000	15,000		15,000	
Intergovernmental Revenues	84,287		280,000		(280,000)		
Charges for Services	1,532,963	1,863,983	1,454,695	1,654,695	200,000	1,654,695	
Interfund Revenue	84,816	60,008					
Miscellaneous Revenue	108,137	288,572	354,366	174,200	(180,166)	174,200	
Other Financing Sources	265						
Total Revenue	4,731,803	5,533,132	4,844,656	4,888,455	43,799	4,938,455	50,000
Fund Balance	967,876	1,306,777	1,533,753	1,647,841	114,088	799,885	(847,956)
TOTAL SOURCES	5,699,679	6,839,909	6,378,409	6,536,296	157,887	5,738,340	(797,956)
REQUIREMENTS							
Salaries and Benefits	6,029,212	6,237,164	8,245,247	8,288,838	43,591	8,509,030	220,192
Services and Supplies	4,823,417	1,057,457	2,086,470	1,979,252	(107,218)	778,984	(1,200,268)
Other Charges	526,005	615,702	783,084	885,611	102,527	829,862	(55,749)
Fixed Assets				6,360	6,360		(6,360)
Other Financing Uses		31,739	32,304	42,641	10,337	43,692	1,051
Gross Appropriations	11,378,635	7,942,062	11,147,105	11,202,702	55,597	10,161,568	(1,041,134)
Intrafund Transfers	(5,130,182)	(279,623)	(1,478,012)	(800,718)	677,294	(111,218)	689,500
Net Appropriations	6,248,453	7,662,439	9,669,093	10,401,984	732,891	10,050,350	(351,634)
Contingencies/Dept Reserves	417,329	513,640	562,642	562,642		412,642	(150,000)
TOTAL REQUIREMENTS	6,665,782	8,176,079	10,231,735	10,964,626	732,891	10,462,992	(501,634)
NET COUNTY COST	966,103	1,336,170	3,853,326	4,428,330	575,004	4,724,652	296,322
AUTHORIZED POSITIONS							
Salary Resolution	48.0	49.0	50.0	53.0	3.0	53.0	
Funded FTE	47.5	48.6	49.3	52.9	3.6	52.9	

Administration and Support (3810P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services		120					
Interfund Revenue	3,198	3,198					
Miscellaneous Revenue	2,259	5,714					
Total Revenue	5,457	9,033					
Fund Balance	967,876	1,306,777	1,533,753	1,647,841	114,088	799,885	(847,956)
TOTAL SOURCES	973,333	1,315,810	1,533,753	1,647,841	114,088	799,885	(847,956)
REQUIREMENTS							
Salaries and Benefits	1,711,799	1,707,930	2,706,127	2,272,567	(433,560)	2,333,090	60,523
Services and Supplies	1,825,775	323,320	560,842	328,624	(232,218)	278,624	(50,000)
Other Charges	414,375	491,139	466,941	662,728	195,787	673,957	11,229
Other Financing Uses		31,739	32,304	42,641	10,337	43,692	1,051
Gross Appropriations	3,951,949	2,554,128	3,766,214	3,306,560	(459,654)	3,329,363	22,803
Intrafund Transfers	(3,531,435)	(29,623)	(266,012)	(11,218)	254,794	(11,218)	
Net Appropriations	420,514	2,524,505	3,500,202	3,295,342	(204,860)	3,318,145	22,803
Contingencies/Dept Reserves	417,329	513,640	562,642	562,642		412,642	(150,000)
TOTAL REQUIREMENTS	837,843	3,038,145	4,062,844	3,857,984	(204,860)	3,730,787	(127,197)
NET COUNTY COST	(135,490)	1,722,336	2,529,091	2,210,143	(318,948)	2,930,902	720,759
AUTHORIZED POSITIONS							
Salary Resolution	15.0	14.0	15.0	15.0		15.0	
Funded FTE	14.9	14.0	14.8	15.0	0.3	15.0	

Long Range Planning Services (3830P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		42,157					
Licenses, Permits and Franchises		2,439					
Intergovernmental Revenues	84,287		280,000		(280,000)		
Charges for Services	5,595	58,594	6,000	6,000		6,000	
Interfund Revenue	30,808						
Miscellaneous Revenue	42,390	52,147	65,200	65,200		65,200	
Other Financing Sources	265						
TOTAL SOURCES	163,345	155,337	351,200	71,200	(280,000)	71,200	
REQUIREMENTS							
Salaries and Benefits	627,554	667,070	1,134,756	1,252,735	117,979	1,297,565	44,830
Services and Supplies	761,800	37,668	912,431	612,431	(300,000)	100,000	(512,431)
Other Charges	8,220	32,031	182,716	31,923	(150,793)	32,273	350
Gross Appropriations	1,397,574	736,769	2,229,903	1,897,089	(332,814)	1,429,838	(467,251)
Intrafund Transfers	(2,447)		(962,000)	(489,500)	472,500	(100,000)	389,500
TOTAL REQUIREMENTS	1,395,127	736,769	1,267,903	1,407,589	139,686	1,329,838	(77,751)
NET COUNTY COST	1,231,783	581,431	916,703	1,336,389	419,686	1,258,638	(77,751)
AUTHORIZED POSITIONS							
Salary Resolution	5.0	7.0	7.0	8.0	1.0	8.0	
Funded FTE	5.0	7.0	7.0	8.0	1.0	8.0	

Building Inspection (3842P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	2,311,410	2,458,257	2,186,970	2,390,935	203,965	2,390,935	
Fines, Forfeitures and Penalties	14,450	32,676	15,000	15,000		15,000	
Charges for Services	1,346,577	1,459,518	1,289,045	1,459,045	170,000	1,459,045	
Miscellaneous Revenue	25,723	4,829	1,000	1,000		1,000	
TOTAL SOURCES	3,698,160	3,955,279	3,492,015	3,865,980	373,965	3,865,980	
REQUIREMENTS							
Salaries and Benefits	1,878,608	2,014,566	2,284,186	2,612,266	328,080	2,690,781	78,515
Services and Supplies	1,421,504	94,510	46,000	321,000	275,000	227,360	(93,640)
Other Charges	80,532	67,719	102,643	162,457	59,814	94,501	(67,956)
Fixed Assets				6,360	6,360		(6,360)
Gross Appropriations	3,380,644	2,176,794	2,432,829	3,102,083	669,254	3,012,642	(89,441)
Intrafund Transfers		(250,000)					
TOTAL REQUIREMENTS	3,380,644	1,926,794	2,432,829	3,102,083	669,254	3,012,642	(89,441)
NET COUNTY COST	(317,516)	(2,028,485)	(1,059,186)	(763,897)	295,289	(853,338)	(89,441)
AUTHORIZED POSITIONS							
Salary Resolution	15.0	15.0	15.0	16.0	1.0	16.0	
Funded FTE	14.8	14.7	14.7	15.9	1.2	15.9	

Planning and Development Review (3843P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	595,475	785,039	553,625	653,625	100,000	703,625	50,000
Charges for Services	180,791	345,751	159,650	189,650	30,000	189,650	
Interfund Revenue	50,810	56,810					
Miscellaneous Revenue	37,766	225,882	288,166	108,000	(180,166)	108,000	
TOTAL SOURCES	864,841	1,413,483	1,001,441	951,275	(50,166)	1,001,275	50,000
REQUIREMENTS							
Salaries and Benefits	1,811,251	1,847,598	2,120,178	2,151,270	31,092	2,187,594	36,324
Services and Supplies	814,338	601,959	567,197	717,197	150,000	173,000	(544,197)
Other Charges	22,878	24,813	30,784	28,503	(2,281)	29,131	628
Gross Appropriations	2,648,468	2,474,370	2,718,159	2,896,970	178,811	2,389,725	(507,245)
Intrafund Transfers	(1,596,300)		(250,000)	(300,000)	(50,000)		300,000
TOTAL REQUIREMENTS	1,052,168	2,474,370	2,468,159	2,596,970	128,811	2,389,725	(207,245)
NET COUNTY COST	187,326	1,060,887	1,466,718	1,645,695	178,977	1,388,450	(257,245)
AUTHORIZED POSITIONS							
Salary Resolution	13.0	13.0	13.0	14.0	1.0	14.0	
Funded FTE	12.9	12.9	12.9	14.0	1.1	14.0	

Local Agency Formation Commission (3570B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	154,918	197,272	228,336	260,938	32,602	260,938	
Charges for Services	36,497	19,533	25,000	25,000		25,000	
Miscellaneous Revenue	2,636						
Total Revenue	194,051	216,805	253,336	285,938	32,602	285,938	
Fund Balance	73,526	91,865	122,266	80,152	(42,114)	80,152	
TOTAL SOURCES	267,578	308,670	375,602	366,090	(9,512)	366,090	
REQUIREMENTS							
Salaries and Benefits	207,812	235,349	287,627	321,572	33,945	329,060	7,488
Services and Supplies	26,173	25,086	125,443	25,497	(99,946)	25,497	
Other Charges	19,187	24,605	46,438	52,297	5,859	52,297	
Gross Appropriations	253,172	285,039	459,508	399,366	(60,142)	406,854	7,488
Intrafund Transfers	(77,459)	(98,636)	(126,534)	(130,469)	(3,935)	(130,469)	
Net Appropriations	175,713	186,403	332,974	268,897	(64,077)	276,385	7,488
Contingencies/Dept Reserves	91,865	122,266	42,628	97,193	54,565	89,705	(7,488)
TOTAL REQUIREMENTS	267,578	308,670	375,602	366,090	(9,512)	366,090	
AUTHORIZED POSITIONS							
Salary Resolution	1.0	1.0	1.0	1.0		1.0	
Funded FTE	1.0	1.0	1.0	1.0		1.0	

Parks Department (3900B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		807,069	2,725,347	4,367,000	1,641,653	3,000,000	(1,367,000)
Fines, Forfeitures and Penalties	4,942	6,817	3,000	3,500	500	3,500	
Use of Money and Property	181,664	152,024	152,594	109,375	(43,219)	109,375	
Intergovernmental Revenues	18,195					101,923	101,923
Charges for Services	1,435,816	2,002,325	1,599,495	1,789,100	189,605	1,789,100	
Interfund Revenue		36,262	25,750	27,500	1,750	27,500	
Miscellaneous Revenue	134,916	120,620	55,000	2,800	(52,200)	2,800	
Other Financing Sources			261,222	182,222	(79,000)	561,815	379,593
Total Revenue	1,775,533	3,125,117	4,822,408	6,481,497	1,659,089	5,596,013	(885,484)
Fund Balance	183,521	227,223	276,858	873,562	596,704	457,039	(416,523)
TOTAL SOURCES	1,959,054	3,352,340	5,099,266	7,355,059	2,255,793	6,053,052	(1,302,007)
REQUIREMENTS							
Salaries and Benefits	5,555,171	6,850,535	8,243,361	8,902,459	659,098	9,445,318	542,859
Services and Supplies	1,648,368	1,775,546	3,818,084	6,764,322	2,946,238	5,485,953	(1,278,369)
Other Charges	1,020,884	1,116,145	1,685,571	1,909,846	224,275	1,932,236	22,390
Fixed Assets		(17,601)		1,020,822	1,020,822	220,000	(800,822)
Other Financing Uses		12,856	4,526	5,976	1,450	6,122	146
Gross Appropriations	8,224,423	9,737,482	13,751,542	18,603,425	4,851,883	17,089,629	(1,513,796)
Intrafund Transfers	(205,472)	(114,777)	(715,912)	(1,681,248)	(965,336)	(944,730)	736,518
Net Appropriations	8,018,951	9,622,705	13,035,630	16,922,177	3,886,547	16,144,899	(777,278)
Contingencies/Dept Reserves	170,530	127,897	175,524	457,039	281,515	319,466	(137,573)
TOTAL REQUIREMENTS	8,189,481	9,750,602	13,211,154	17,379,216	4,168,062	16,464,365	(914,851)
NET COUNTY COST	6,230,427	6,398,262	8,111,888	10,024,157	1,912,269	10,411,313	387,156
AUTHORIZED POSITIONS							
Salary Resolution	48.0	59.0	58.0	60.0	2.0	61.0	1.0
Funded FTE	48.2	58.8	57.8	60.0	2.2	61.0	1.0

Administration and Support (3910P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	4,942	6,817	3,000	3,500	500	3,500	
Use of Money and Property	58,894	56,455	50,000	51,000	1,000	51,000	
Intergovernmental Revenues	18,195						
Charges for Services	30,145	29,675	135,500	28,600	(106,900)	28,600	
Interfund Revenue		86,182	25,750	27,500	1,750	27,500	
Miscellaneous Revenue	57,674	414		1,800	1,800	1,800	
Other Financing Sources			113,156	182,222	69,066	561,815	379,593
Total Revenue	169,851	179,543	327,406	294,622	(32,784)	674,215	379,593
Fund Balance	183,521	227,223	276,858	873,562	596,704	457,039	(416,523)
TOTAL SOURCES	353,372	406,766	604,264	1,168,184	563,920	1,131,254	(36,930)
REQUIREMENTS							
Salaries and Benefits	587,959	693,489	1,013,337	1,478,234	464,897	1,557,197	78,963
Services and Supplies	770,614	426,025	395,678	529,853	134,175	529,853	
Other Charges	194,604	486,397	325,671	426,679	101,008	429,984	3,305
Other Financing Uses		12,856	4,526	5,976	1,450	6,122	146
Gross Appropriations	1,553,176	1,618,768	1,739,212	2,440,742	701,530	2,523,156	82,414
Intrafund Transfers	(54,997)	(1,686)	(153,912)	(149,061)	4,851	(157,130)	(8,069)
Net Appropriations	1,498,179	1,617,082	1,585,300	2,291,681	706,381	2,366,026	74,345
Contingencies/Dept Reserves	170,530	127,897	175,524	457,039	281,515	319,466	(137,573)
TOTAL REQUIREMENTS	1,668,709	1,744,979	1,760,824	2,748,720	987,896	2,685,492	(63,228)
NET COUNTY COST	1,315,337	1,338,213	1,156,560	1,580,536	423,976	1,554,238	(26,298)
AUTHORIZED POSITIONS							
Salary Resolution	2.0	5.0	4.0	8.0	4.0	8.0	
Funded FTE	2.5	5.0	4.0	8.0	4.0	8.0	

Operations and Maintenance (3930P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		807,069	2,725,347	4,367,000	1,641,653	3,000,000	(1,367,000)
Use of Money and Property	122,769	95,569	102,594	58,375	(44,219)	58,375	
Intergovernmental Revenues						101,923	101,923
Charges for Services	1,405,671	1,972,650	1,463,995	1,760,500	296,505	1,760,500	
Interfund Revenue		(49,920)					
Miscellaneous Revenue	77,241	120,206	55,000	1,000	(54,000)	1,000	
Other Financing Sources			148,066		(148,066)		
TOTAL SOURCES	1,605,682	2,945,574	4,495,002	6,186,875	1,691,873	4,921,798	(1,265,077)
REQUIREMENTS							
Salaries and Benefits	4,967,212	6,157,046	7,230,024	7,424,225	194,201	7,888,121	463,896
Services and Supplies	877,754	1,349,522	3,422,406	6,234,469	2,812,063	4,956,100	(1,278,369)
Other Charges	826,280	629,747	1,359,900	1,483,167	123,267	1,502,252	19,085
Fixed Assets		(17,601)		1,020,822	1,020,822	220,000	(800,822)
Gross Appropriations	6,671,247	8,118,714	12,012,330	16,162,683	4,150,353	14,566,473	(1,596,210)
Intrafund Transfers	(150,475)	(113,091)	(562,000)	(1,532,187)	(970,187)	(787,600)	744,587
TOTAL REQUIREMENTS	6,520,772	8,005,623	11,450,330	14,630,496	3,180,166	13,778,873	(851,623)
NET COUNTY COST	4,915,090	5,060,049	6,955,328	8,443,621	1,488,293	8,857,075	413,454
AUTHORIZED POSITIONS							
Salary Resolution	46.0	54.0	54.0	52.0	(2.0)	53.0	1.0
Funded FTE	45.7	53.8	53.8	52.0	(1.8)	53.0	1.0

Fish and Game (3950B)
Fish and Game Propagation Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fines, Forfeitures and Penalties	1,389	1,267	950	950		950	
Use of Money and Property	572	498	400	400		400	
Miscellaneous Revenue	343	1,098					
Total Revenue	2,304	2,862	1,350	1,350		1,350	
Fund Balance	79,111	81,265	74,127	66,668	(7,459)	58,018	(8,650)
TOTAL SOURCES	81,415	84,127	75,477	68,018	(7,459)	59,368	(8,650)
REQUIREMENTS							
Services and Supplies	150	10,000	10,000	10,000		10,000	
Net Appropriations	150	10,000	10,000	10,000		10,000	
Non-General Fund Reserves	81,265	74,127	65,477	58,018	(7,459)	49,368	(8,650)
TOTAL REQUIREMENTS	81,415	84,127	75,477	68,018	(7,459)	59,368	(8,650)

Acquisition, Conservation and Development (3970B)
Parks Acquisition and Development Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes			300,000	300,000			(300,000)
Use of Money and Property	16,624	14,682	1,000	12,000	11,000		(12,000)
Intergovernmental Revenues	716,647	1,212,462	1,285,462	600,000	(685,462)		(600,000)
Charges for Services	325	20,026					
Miscellaneous Revenue	470,695	416,471					
Other Financing Sources			710,900		(710,900)		
Total Revenue	1,204,291	1,663,640	2,297,362	912,000	(1,385,362)		(912,000)
Fund Balance	2,574,186	2,650,357	2,176,229	1,632,506	(543,723)	12,000	(1,620,506)
TOTAL SOURCES	3,778,477	4,313,997	4,473,591	2,544,506	(1,929,085)	12,000	(2,532,506)
REQUIREMENTS							
Services and Supplies	204,366	311,068	1,000,400	1,384,407	384,007		(1,384,407)
Fixed Assets	33,421	1,544,103	750,307		(750,307)		
Other Financing Uses	890,334	282,598	1,518,462	1,148,099	(370,363)		(1,148,099)
Net Appropriations	1,128,120	2,137,768	3,269,169	2,532,506	(736,663)		(2,532,506)
Non-General Fund Reserves	2,650,357	2,176,229	1,204,422	12,000	(1,192,422)	12,000	
TOTAL REQUIREMENTS	3,778,477	4,313,997	4,473,591	2,544,506	(1,929,085)	12,000	(2,532,506)

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	26,529	26,121	24,800	24,800		24,800	
Intergovernmental Revenues	22,311	1,359,893					
Charges for Services	970,170	951,418	1,109,969	954,200	(155,769)	954,200	
Miscellaneous Revenue	7,102	8,266					
Other Financing Sources			27,613		(27,613)		
Total Revenue	1,026,112	2,345,697	1,162,382	979,000	(183,382)	979,000	
Fund Balance	560,938	869,646	467,874	979,561	511,687	735,686	(243,875)
TOTAL SOURCES	1,587,050	3,215,343	1,630,256	1,958,561	328,305	1,714,686	(243,875)
REQUIREMENTS							
Salaries and Benefits	266,342	288,308	398,044	424,412	26,368	443,363	18,951
Services and Supplies	204,204	137,328	212,053	232,653	20,600	232,653	
Other Charges	406,428	364,616	197,980	165,810	(32,170)	167,412	1,602
Fixed Assets	41,083	262,379	394,621	400,000	5,379	400,000	
Other Financing Uses	61,152	1,694,838					
Net Appropriations	979,208	2,747,470	1,202,698	1,222,875	20,177	1,243,428	20,553
Non-General Fund Reserves	607,842	467,874	427,558	735,686	308,128	471,258	(264,428)
TOTAL REQUIREMENTS	1,587,050	3,215,343	1,630,256	1,958,561	328,305	1,714,686	(243,875)
AUTHORIZED POSITIONS							
Salary Resolution	3.0	3.0	3.0	3.0		3.0	
Funded FTE	3.0	3.0	3.0	3.0		3.0	

County Library (3700B)
County Library Fund (Information Only)

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	20,523,317	22,837,308	21,752,464	23,589,164	1,836,700	21,537,164	(2,052,000)
Use of Money and Property	86,550	101,845	79,800	99,800	20,000	99,800	
Intergovernmental Revenues	491,914	320,188	159,600	180,572	20,972	180,572	
Charges for Services	430,333	524,595	342,000	333,000	(9,000)	333,000	
Interfund Revenue	157,388	135,028	137,366	501,396	364,030	139,898	(361,498)
Miscellaneous Revenue	358,660	811,349	416,853	461,853	45,000	404,853	(57,000)
Total Revenue	22,048,162	24,730,312	22,888,083	25,165,785	2,277,702	22,695,287	(2,470,498)
Fund Balance	13,190,699	16,171,064	18,702,371	17,712,588	(989,783)	12,828,588	(4,884,000)
TOTAL SOURCES	35,238,861	40,901,376	41,590,454	42,878,373	1,287,919	35,523,875	(7,354,498)
REQUIREMENTS							
Salaries and Benefits	12,232,864	12,470,002	13,798,733	15,027,158	1,228,425	14,638,716	(388,442)
Services and Supplies	12,486,925	17,360,105	23,429,906	27,887,329	4,457,423	15,699,690	(12,187,639)
Other Charges	1,408,609	1,225,228	1,276,726	1,409,508	132,782	1,417,356	7,848
Fixed Assets	33,874	13,158	20,000	660,000	640,000	10,000	(650,000)
Other Financing Uses		11,943	12,155	12,051	(104)	12,352	301
Gross Appropriations	26,162,272	31,080,437	38,537,520	44,996,046	6,458,526	31,778,114	(13,217,932)
Intrafund Transfers	(7,100,551)	(8,881,431)	(12,299,737)	(14,946,261)	(2,646,524)	(9,082,827)	5,863,434
Net Appropriations	19,061,721	22,199,006	26,237,783	30,049,785	3,812,002	22,695,287	(7,354,498)
Contingencies/Dept Reserves	3,586,280	3,755,526	4,046,210	4,329,557	283,347	4,539,057	209,500
Non-General Fund Reserves	12,590,860	14,946,845	11,306,461	8,499,031	(2,807,430)	8,289,531	(209,500)
TOTAL REQUIREMENTS	35,238,861	40,901,376	41,590,454	42,878,373	1,287,919	35,523,875	(7,354,498)
AUTHORIZED POSITIONS							
Salary Resolution	122.0	121.0	121.0	121.0		121.0	
Funded FTE	107.3	106.9	106.9	108.7	1.8	108.7	

Office of Sustainability (4000B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes			6,441,343	11,331,343	4,890,000	4,700,000	(6,631,343)
Licenses, Permits and Franchises				2,300,000	2,300,000	2,300,000	
Use of Money and Property				20,817	20,817	20,817	
Intergovernmental Revenues			458,467	1,000,490	542,023	1,000,490	
Charges for Services				65,712	65,712	65,712	
Interfund Revenue				138,000	138,000	138,000	
Miscellaneous Revenue	266,498	143,855	45,000	85,200	40,200	85,200	
Other Financing Sources				2,200	2,200	2,200	
Total Revenue	266,498	143,855	6,944,810	14,943,762	7,998,952	8,312,419	(6,631,343)
Fund Balance				3,526,640	3,526,640	3,526,640	
TOTAL SOURCES	266,498	143,855	6,944,810	18,470,402	11,525,592	11,839,059	(6,631,343)
REQUIREMENTS							
Salaries and Benefits	62,497	181,917	1,095,139	4,708,119	3,612,980	4,768,699	60,580
Services and Supplies	87,156	44,244	6,696,142	15,421,381	8,725,239	8,915,038	(6,506,343)
Other Charges	100	25,135	29,000	235,225	206,225	237,646	2,421
Other Financing Uses				32,369	32,369	32,369	
Gross Appropriations	149,753	251,296	7,820,281	20,397,094	12,576,813	13,953,752	(6,443,342)
Intrafund Transfers			(40,000)	(62,680)	(22,680)	(62,680)	
Net Appropriations	149,753	251,296	7,780,281	20,334,414	12,554,133	13,891,072	(6,443,342)
Contingencies/Dept Reserves				3,161,924	3,161,924	3,161,924	
TOTAL REQUIREMENTS	149,753	251,296	7,780,281	23,496,338	15,716,057	17,052,996	(6,443,342)
NET COUNTY COST	(116,745)	107,441	835,471	5,025,936	4,190,465	5,213,937	188,001
AUTHORIZED POSITIONS							
Salary Resolution			3.0	20.0	17.0	20.0	
Funded FTE			3.0	19.8	16.8	19.8	

Administration (4010P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues			266,725		(266,725)		
TOTAL SOURCES			266,725		(266,725)		
REQUIREMENTS							
Salaries and Benefits			885,605	878,583	(7,022)	909,351	30,768
Services and Supplies			293,500		(293,500)		
Other Charges			29,000		(29,000)		
TOTAL REQUIREMENTS			1,208,105	878,583	(329,522)	909,351	30,768
NET COUNTY COST			941,380	878,583	(62,797)	909,351	30,768
AUTHORIZED POSITIONS							
Salary Resolution			3.0	5.0	2.0	5.0	
Funded FTE			3.0	4.8	1.8	4.8	

Livable Communities (4030P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes			6,441,343	10,531,343	4,090,000	3,900,000	(6,631,343)
Miscellaneous Revenue	24,918	29,369	25,000	25,000		25,000	
TOTAL SOURCES	24,918	29,369	6,466,343	10,556,343	4,090,000	3,925,000	(6,631,343)
REQUIREMENTS							
Salaries and Benefits	15,234	28,513	190,000	702,991	512,991	708,489	5,498
Services and Supplies	24,176	33,449	6,401,343	12,408,343	6,007,000	6,677,000	(5,731,343)
Other Charges		25,000					
Gross Appropriations	39,410	86,962	6,591,343	13,111,334	6,519,991	7,385,489	(5,725,845)
Intrafund Transfers			(40,000)	(40,000)		(40,000)	
TOTAL REQUIREMENTS	39,410	86,962	6,551,343	13,071,334	6,519,991	7,345,489	(5,725,845)
NET COUNTY COST	14,491	57,593	85,000	2,514,991	2,429,991	3,420,489	905,498
AUTHORIZED POSITIONS							
Salary Resolution				2.0	2.0	2.0	
Funded FTE				2.0	2.0	2.0	

Natural Resources (4050P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes				800,000	800,000	800,000	
Licenses, Permits and Franchises				2,300,000	2,300,000	2,300,000	
Use of Money and Property				20,817	20,817	20,817	
Intergovernmental Revenues			191,742	1,000,490	808,748	1,000,490	
Charges for Services				65,712	65,712	65,712	
Interfund Revenue				138,000	138,000	138,000	
Miscellaneous Revenue	241,580	114,486	20,000	60,200	40,200	60,200	
Other Financing Sources				2,200	2,200	2,200	
Total Revenue	241,580	114,486	211,742	4,387,419	4,175,677	4,387,419	
Fund Balance				3,526,640	3,526,640	3,526,640	
TOTAL SOURCES	241,580	114,486	211,742	7,914,059	7,702,317	7,914,059	
REQUIREMENTS							
Salaries and Benefits	47,263	153,404	19,534	3,126,545	3,107,011	3,150,859	24,314
Services and Supplies	62,980	10,795	1,299	3,013,038	3,011,739	2,238,038	(775,000)
Other Charges	100	135		235,225	235,225	237,646	2,421
Other Financing Uses				32,369	32,369	32,369	
Gross Appropriations	110,343	164,335	20,833	6,407,177	6,386,344	5,658,912	(748,265)
Intrafund Transfers				(22,680)	(22,680)	(22,680)	
Net Appropriations	110,343	164,335	20,833	6,384,497	6,363,664	5,636,232	(748,265)
Contingencies/Dept Reserves				3,161,924	3,161,924	3,161,924	
TOTAL REQUIREMENTS	110,343	164,335	20,833	9,546,421	9,525,588	8,798,156	(748,265)
NET COUNTY COST	(131,237)	49,848	(190,909)	1,632,362	1,823,271	884,097	(748,265)
AUTHORIZED POSITIONS							
Salary Resolution				13.0	13.0	13.0	
Funded FTE				13.0	13.0	13.0	

Administrative Services (4510B)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		25,963	129,537		(129,537)		
Intergovernmental Revenues		25,000	30,000		(30,000)		
Charges for Services	928,521	829,215	1,144,950	1,346,681	201,731	1,380,986	34,305
Interfund Revenue	4,804,885	3,583,903	6,350,144	6,675,032	324,888	6,748,783	73,751
Miscellaneous Revenue	77,337	55,264	36,375	40,000	3,625	40,000	
Total Revenue	5,810,743	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056
Fund Balance	127,159						
TOTAL SOURCES	5,937,902	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056
REQUIREMENTS							
Salaries and Benefits	4,547,718	4,652,911	5,534,970	5,737,630	202,660	5,809,284	71,654
Services and Supplies	580,065	509,574	1,045,449	1,149,539	104,090	1,163,332	13,793
Other Charges	1,749,471	845,198	1,864,180	2,411,831	547,651	2,433,204	21,373
Fixed Assets	40,735	36,075	105,000		(105,000)		
Other Financing Uses		264,411	221,613	202,807	(18,806)	204,043	1,236
Gross Appropriations	6,917,989	6,308,167	8,771,212	9,501,807	730,595	9,609,863	108,056
Intrafund Transfers	(980,086)	(1,788,823)	(1,080,206)	(1,440,094)	(359,888)	(1,440,094)	
TOTAL REQUIREMENTS	5,937,902	4,519,344	7,691,006	8,061,713	370,707	8,169,769	108,056
AUTHORIZED POSITIONS							
Salary Resolution	35.0	33.0	33.0	34.0	1.0	34.0	
Funded FTE	34.2	32.8	32.8	34.0	1.2	34.0	

Engineering Services (4600B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	527,918						
Charges for Services	54,332	51,490	41,000	57,000	16,000	66,000	9,000
Interfund Revenue	2,963,286	3,382,660	4,717,554	4,410,907	(306,647)	4,548,337	137,430
Miscellaneous Revenue	1,370	1,588	1,500	1,500		1,500	
Total Revenue	3,546,906	3,435,737	4,760,054	4,469,407	(290,647)	4,615,837	146,430
Fund Balance		297,500	206,820	85,000	(121,820)		(85,000)
TOTAL SOURCES	3,546,906	3,733,237	4,966,874	4,554,407	(412,467)	4,615,837	61,430
REQUIREMENTS							
Salaries and Benefits	3,035,569	3,366,614	4,235,091	4,320,218	85,127	4,479,285	159,067
Services and Supplies	725,500	430,587	889,829	825,735	(64,094)	735,835	(89,900)
Other Charges	444,087	101,047	163,167	167,072	3,905	171,045	3,973
Fixed Assets		5,028				15,000	15,000
Other Financing Uses		102,638	107,579	84,996	(22,583)	82,956	(2,040)
Gross Appropriations	4,205,156	4,005,914	5,395,666	5,398,021	2,355	5,484,121	86,100
Intrafund Transfers	(859,126)	(382,872)	(332,168)	(723,614)	(391,446)	(748,284)	(24,670)
Net Appropriations	3,346,030	3,623,041	5,063,498	4,674,407	(389,091)	4,735,837	61,430
Contingencies/Dept Reserves	297,500						
TOTAL REQUIREMENTS	3,643,530	3,623,041	5,063,498	4,674,407	(389,091)	4,735,837	61,430
NET COUNTY COST	96,624	(110,196)	96,624	120,000	23,376	120,000	
AUTHORIZED POSITIONS							
Salary Resolution	24.0	24.0	24.0	24.0		24.0	
Funded FTE	23.8	23.8	23.8	23.9	0.1	23.9	

Facilities Services (4730B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	681,388	720,673	729,529	650,571	(78,958)	529,307	(121,264)
Intergovernmental Revenues	554,376	918,636	808,608	882,368	73,760	882,368	
Charges for Services		866	3,000	193,606	190,606	202,806	9,200
Interfund Revenue	6,214,182	7,638,794	8,167,017	9,405,676	1,238,659	9,640,299	234,623
Miscellaneous Revenue	333,341	571,920	314,100	340,500	26,400	350,500	10,000
Total Revenue	7,783,287	9,850,889	10,022,254	11,472,721	1,450,467	11,605,280	132,559
Fund Balance	111,823	155,387	504,036	232,350	(271,686)	232,350	
TOTAL SOURCES	7,895,110	10,006,276	10,526,290	11,705,071	1,178,781	11,837,630	132,559
REQUIREMENTS							
Salaries and Benefits	10,740,707	11,343,256	13,141,357	13,900,124	758,767	14,417,472	517,348
Services and Supplies	11,175,940	12,479,492	13,415,700	15,000,515	1,584,815	15,187,903	187,388
Other Charges	1,762,148	1,368,480	1,442,148	2,041,287	599,139	2,150,569	109,282
Fixed Assets		15,757					
Other Financing Uses		292,372	320,835	295,929	(24,906)	296,669	740
Gross Appropriations	23,678,795	25,499,356	28,320,040	31,237,855	2,917,815	32,052,613	814,758
Intrafund Transfers	(15,707,397)	(15,789,610)	(17,324,559)	(19,532,784)	(2,208,225)	(20,214,983)	(682,199)
TOTAL REQUIREMENTS	7,971,398	9,709,747	10,995,481	11,705,071	709,590	11,837,630	132,559
NET COUNTY COST	76,288	(296,530)	469,191		(469,191)		
AUTHORIZED POSITIONS							
Salary Resolution	95.0	98.0	98.0	99.0	1.0	99.0	
Funded FTE	95.8	97.7	97.7	98.8	1.0	98.8	

Road Construction and Operations (4520B) Special Revenue Funds

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	153,400	165,132	160,000	170,000	10,000	170,000	
Use of Money and Property	261,093	245,378	301,332	209,788	(91,544)	209,788	
Intergovernmental Revenues	20,648,781	23,886,261	22,382,603	20,762,893	(1,619,710)	21,848,593	1,085,700
Charges for Services	459,410	522,555	642,500	374,000	(268,500)	374,000	
Interfund Revenue	1,293,617	1,054,699	591,072	1,119,712	528,640	1,155,512	35,800
Miscellaneous Revenue	520,328	1,099,321	170,000	170,000		170,000	
Other Financing Sources	18,964	1,113,921	1,994,390	1,350,000	(644,390)	950,000	(400,000)
Total Revenue	23,355,594	28,087,267	26,241,897	24,156,393	(2,085,504)	24,877,893	721,500
Fund Balance	30,172,608	30,173,173	34,012,927	27,742,305	(6,270,622)	16,351,917	(11,390,388)
TOTAL SOURCES	53,528,202	58,260,440	60,254,824	51,898,698	(8,356,126)	41,229,810	(10,668,888)
REQUIREMENTS							
Salaries and Benefits	8,538,006	9,050,904	10,249,950	10,845,845	595,895	11,250,847	405,002
Services and Supplies	10,450,814	9,399,119	16,800,955	13,337,698	(3,463,257)	13,249,535	(88,163)
Other Charges	961,144	915,163	1,413,440	2,014,930	601,490	2,058,262	43,332
Fixed Assets	5,233,018	6,452,020	6,440,000	9,834,500	3,394,500	11,611,000	1,776,500
Other Financing Uses		391,707	3,108	808,808	805,700	409,002	(399,806)
Gross Appropriations	25,182,982	26,208,914	34,907,453	36,841,781	1,934,328	38,578,646	1,736,865
Intrafund Transfers	(1,827,953)	(1,961,400)		(1,295,000)	(1,295,000)	(1,295,000)	
Net Appropriations	23,355,029	24,247,514	34,907,453	35,546,781	639,328	37,283,646	1,736,865
Contingencies/Dept Reserves	26,435,970	14,240,013	21,853,472	13,147,518	(8,705,954)	767,265	(12,380,253)
Non-General Fund Reserves	3,737,203	19,772,913	3,493,899	3,204,399	(289,500)	3,178,899	(25,500)
TOTAL REQUIREMENTS	53,528,202	58,260,440	60,254,824	51,898,698	(8,356,126)	41,229,810	(10,668,888)
AUTHORIZED POSITIONS							
Salary Resolution	76.0	77.0	77.0	77.0		77.0	
Funded FTE	76.0	77.0	77.0	77.0		77.0	

Transportation Services (4830B)

Half-Cent Transportation Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	2,137,072	2,236,259	1,865,199	1,865,199		1,865,199	
Use of Money and Property	11,079	15,221					
Charges for Services	49,813	102,910	75,000		(75,000)		
Miscellaneous Revenue	186,086	(741)					
Other Financing Sources		2,536					
Total Revenue	2,384,051	2,356,186	1,940,199	1,865,199	(75,000)	1,865,199	
Fund Balance	1,365,031	2,276,841	2,597,951	1,943,192	(654,759)	1,943,192	
TOTAL SOURCES	3,749,082	4,633,027	4,538,150	3,808,391	(729,759)	3,808,391	
REQUIREMENTS							
Salaries and Benefits	160,468	163,855	2,760		(2,760)		
Services and Supplies	1,198,739	1,158,427	2,686,978	1,939,636	(747,342)	1,939,636	
Other Charges	113,033	77,132	118,755	118,755		118,755	
Other Financing Uses		635,661	1,729,657	1,750,000	20,343	1,750,000	
Net Appropriations	1,472,241	2,035,075	4,538,150	3,808,391	(729,759)	3,808,391	
Contingencies/Dept Reserves	2,276,841	2,597,951					
TOTAL REQUIREMENTS	3,749,082	4,633,027	4,538,150	3,808,391	(729,759)	3,808,391	
AUTHORIZED POSITIONS							
Salary Resolution	1.0	1.0					
Funded FTE	1.0	1.0					

Construction Services (4740B)
Construction Services Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	(57)	327					
Intergovernmental Revenues	406						
Charges for Services	16,160	5,689	133,972	98,410	(35,562)	98,410	
Interfund Revenue	1,655,439	1,645,786	1,669,235	2,060,025	390,790	2,135,722	75,697
Miscellaneous Revenue	(534)	19,615					
Other Financing Sources		8,848	24,414		(24,414)		
Total Revenue	1,671,414	1,680,266	1,827,621	2,158,435	330,814	2,234,132	75,697
Fund Balance	25,000	200,475	188,485		(188,485)		
TOTAL SOURCES	1,696,414	1,880,741	2,016,106	2,158,435	142,329	2,234,132	75,697
REQUIREMENTS							
Salaries and Benefits	1,262,815	1,265,390	1,523,897	1,677,793	153,896	1,741,221	63,428
Services and Supplies	168,805	353,216	414,518	402,202	(12,316)	411,646	9,444
Other Charges	64,319	71,478	73,035	73,718	683	76,543	2,825
Other Financing Uses		2,246	4,656	4,722	66	4,722	
Gross Appropriations	1,495,939	1,692,331	2,016,106	2,158,435	142,329	2,234,132	75,697
Intrafund Transfers		(76)					
Net Appropriations	1,495,939	1,692,255	2,016,106	2,158,435	142,329	2,234,132	75,697
Contingencies/Dept Reserves	200,475	188,485					
TOTAL REQUIREMENTS	1,696,414	1,880,741	2,016,106	2,158,435	142,329	2,234,132	75,697
AUTHORIZED POSITIONS							
Salary Resolution	13.0	10.0	10.0	10.0		10.0	
Funded FTE	12.9	10.0	10.0	10.0		10.0	

Vehicle and Equipment Services (4760B)

ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	54,224	57,997					
Charges for Services	25,243	3,980	99,256	10,500	(88,756)	10,500	
Interfund Revenue	6,744,690	6,833,935	6,391,020	7,896,345	1,505,325	7,806,723	(89,622)
Miscellaneous Revenue	154,651	220,470	118,000	85,420	(32,580)	86,000	580
Other Financing Sources		267,610	328,864		(328,864)		
Total Revenue	6,978,807	7,383,992	6,937,140	7,992,265	1,055,125	7,903,223	(89,042)
Fund Balance	7,376,827	9,226,904	10,733,481	11,617,343	883,862	12,083,149	465,806
TOTAL SOURCES	14,355,635	16,610,896	17,670,621	19,609,608	1,938,987	19,986,372	376,764

REQUIREMENTS							
Salaries and Benefits	1,411,153	1,506,361	1,746,607	1,799,475	52,868	1,870,754	71,279
Services and Supplies	2,441,643	2,581,878	2,749,057	3,143,279	394,222	3,200,370	57,091
Other Charges	487,541	494,578	524,703	615,700	90,997	641,523	25,823
Fixed Assets	788,394	1,319,424	1,445,000	2,170,000	725,000	2,170,000	
Other Financing Uses		5,967	5,967	3,505	(2,462)	3,592	87
Gross Appropriations	5,128,731	5,908,207	6,471,334	7,731,959	1,260,625	7,886,239	154,280
Intrafund Transfers		(30,792)		(205,500)	(205,500)	(212,500)	(7,000)
Net Appropriations	5,128,731	5,877,415	6,471,334	7,526,459	1,055,125	7,673,739	147,280
Non-General Fund Reserves	9,226,904	10,733,481	11,199,287	12,083,149	883,862	12,312,633	229,484
TOTAL REQUIREMENTS	14,355,635	16,610,896	17,670,621	19,609,608	1,938,987	19,986,372	376,764

AUTHORIZED POSITIONS

Salary Resolution	14.0	14.0	14.0	14.0		14.0	
Funded FTE	14.0	14.0	14.0	14.0		14.0	

Waste Management (4820B)
Solid Waste Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	2,563,615	2,563,991	2,424,820		(2,424,820)		
Fines, Forfeitures and Penalties	794						
Use of Money and Property	47,924	47,779	31,237		(31,237)		
Intergovernmental Revenues	149,628	336,055	119,750		(119,750)		
Charges for Services	139,930	158,743	35,130		(35,130)		
Interfund Revenue	1,477,758	1,342,512	1,642,697		(1,642,697)		
Miscellaneous Revenue	87,552	163,358					
Other Financing Sources		20,474	66,649		(66,649)		
Total Revenue	4,467,201	4,632,912	4,320,283		(4,320,283)		
Fund Balance	5,962,433	6,843,337	8,149,967		(8,149,967)		
TOTAL SOURCES	10,429,634	11,476,249	12,470,250		(12,470,250)		
REQUIREMENTS							
Salaries and Benefits	1,005,112	1,101,271	1,524,433		(1,524,433)		
Services and Supplies	2,570,509	2,121,332	5,654,879		(5,654,879)		
Other Charges	10,676	74,881	88,738		(88,738)		
Other Financing Uses		28,798	32,369		(32,369)		
Net Appropriations	3,586,297	3,326,282	7,300,419		(7,300,419)		
Contingencies/Dept Reserves	5,835,746	7,202,626	4,420,699		(4,420,699)		
Non-General Fund Reserves	1,007,591	947,341	749,132		(749,132)		
TOTAL REQUIREMENTS	10,429,634	11,476,249	12,470,250		(12,470,250)		
AUTHORIZED POSITIONS							
Salary Resolution	9.0	9.0	9.0		(9.0)		
Funded FTE	8.9	9.0	9.0		(9.0)		

Utilities (4840B)

ALL FUNDS

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	6,730,533	6,640,553	4,714,300	5,288,404	574,104	5,386,729	98,325
Licenses, Permits and Franchises	681,361	711,041	627,706	825,000	197,294	825,000	
Use of Money and Property	310,273	307,886	241,032	290,594	49,562	290,594	
Intergovernmental Revenues	815,691	393,246	1,875,863	1,031,571	(844,292)	31,571	(1,000,000)
Charges for Services	11,829,477	12,409,196	12,664,299	13,853,911	1,189,612	14,279,102	425,191
Interfund Revenue	3,392,256	3,885,696	14,201,396	13,240,058	(961,338)	9,410,916	(3,829,142)
Miscellaneous Revenue	410,135	577,361	9,000	71,993	62,993	68,043	(3,950)
Other Financing Sources	1,614,818	3,418,087	3,959,951	5,177,388	1,217,437	2,545,856	(2,631,532)
Total Revenue	25,784,543	28,343,065	38,293,547	39,778,919	1,485,372	32,837,811	(6,941,108)
Fund Balance	45,638,232	49,857,112	54,503,553	57,101,404	2,597,851	43,792,462	(13,308,942)
TOTAL SOURCES	71,422,776	78,200,177	92,797,100	96,880,323	4,083,223	76,630,273	(20,250,050)
REQUIREMENTS							
Salaries and Benefits	2,200,890	2,325,432	2,634,671	2,926,064	291,393	3,028,718	102,654
Services and Supplies	13,905,985	12,248,381	22,250,614	24,873,450	2,622,836	24,903,483	30,033
Other Charges	2,741,316	2,600,999	12,394,663	11,232,740	(1,161,923)	6,813,410	(4,419,330)
Fixed Assets	384,444	1,840,146	9,954,000	9,324,000	(630,000)	1,750,000	(7,574,000)
Other Financing Uses	2,985,442	4,965,823	4,537,436	4,627,032	89,596	4,095,569	(531,463)
Gross Appropriations	22,218,077	23,980,780	51,771,384	52,983,286	1,211,902	40,591,180	(12,392,106)
Intrafund Transfers	(102,690)	(404,158)	(158,190)	(15,425)	142,765	(15,425)	
Net Appropriations	22,115,386	23,576,622	51,613,194	52,967,861	1,354,667	40,575,755	(12,392,106)
Contingencies/Dept Reserves	49,098,771	54,405,260	40,962,583	43,683,482	2,720,899	35,821,119	(7,862,363)
Non-General Fund Reserves	88,618	98,294	101,323	108,980	7,657	113,399	4,419
TOTAL REQUIREMENTS	71,302,776	78,080,177	92,677,100	96,760,323	4,083,223	76,510,273	(20,250,050)
NET COUNTY COST	(120,000)	(120,000)	(120,000)	(120,000)		(120,000)	
AUTHORIZED POSITIONS							
Salary Resolution	16.0	17.0	17.0	18.0	1.0	18.0	
Funded FTE	16.0	17.0	17.0	17.8	0.8	17.8	

Airports (4850B)
County Airports Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	15,500	15,500	15,500	15,500		15,500	
Use of Money and Property	2,486,751	2,686,817	2,569,172	2,621,512	52,340	2,938,206	316,694
Intergovernmental Revenues	137,573	84,263	2,333,119	360,991	(1,972,128)		(360,991)
Charges for Services	13,837	13,798	29,500	29,500		29,500	
Miscellaneous Revenue	70,910	301,492	64,000	62,000	(2,000)	62,000	
Other Financing Sources		18,096	44,099		(44,099)		
Total Revenue	2,724,572	3,119,966	5,055,390	3,089,503	(1,965,887)	3,045,206	(44,297)
Fund Balance	1,504,304	1,104,534	843,237	691,335	(151,902)	333,449	(357,886)
TOTAL SOURCES	4,228,875	4,224,500	5,898,627	3,780,838	(2,117,789)	3,378,655	(402,183)
REQUIREMENTS							
Salaries and Benefits	1,085,638	1,116,250	1,181,631	1,356,270	174,639	1,417,562	61,292
Services and Supplies	765,795	743,793	842,796	981,167	138,371	893,667	(87,500)
Other Charges	1,291,920	1,304,626	741,567	777,559	35,992	783,977	6,418
Fixed Assets	650,011	221,489	2,900,955	382,393	(2,518,562)		(382,393)
Gross Appropriations	3,793,364	3,386,158	5,666,949	3,497,389	(2,169,560)	3,095,206	(402,183)
Intrafund Transfers	(88,577)	(4,896)	(50,000)	(50,000)		(50,000)	
Net Appropriations	3,704,787	3,381,262	5,616,949	3,447,389	(2,169,560)	3,045,206	(402,183)
Non-General Fund Reserves	524,088	843,237	281,678	333,449	51,771	333,449	
TOTAL REQUIREMENTS	4,228,875	4,224,500	5,898,627	3,780,838	(2,117,789)	3,378,655	(402,183)
AUTHORIZED POSITIONS							
Salary Resolution	9.0	8.0	8.0	9.0	1.0	9.0	
Funded FTE	9.0	8.0	8.0	9.0	1.0	9.0	

Capital Projects (8500B)

Capital Project Funds

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		946,234	10,220,276	29,638,842	19,418,566	33,140,126	3,501,284
Use of Money and Property	17,828	(3,675)					
Intergovernmental Revenues	8,641						
Charges for Services	2,000	1,085					
Interfund Revenue	949,293						
Miscellaneous Revenue	9,772	30,150					
Other Financing Sources	17,922,511	22,852,077	60,845,409	127,135,144	66,289,735	89,680,332	(37,454,812)
Total Revenue	18,910,044	23,825,870	71,065,685	156,773,986	85,708,301	122,820,458	(33,953,528)
Fund Balance	3,285,859	2,633,923	2,335,604	1,660,636	(674,968)	2,116,686	456,050
TOTAL SOURCES	22,195,903	26,459,793	73,401,289	158,434,622	85,033,333	124,937,144	(33,497,478)
REQUIREMENTS							
Services and Supplies	144,591	7,274,765					
Other Charges		7,033,213					
Fixed Assets	19,417,390	9,816,211	72,207,993	156,317,936	84,109,943	121,594,487	(34,723,449)
Net Appropriations	19,561,980	24,124,189	72,207,993	156,317,936	84,109,943	121,594,487	(34,723,449)
Contingencies/Dept Reserves	2,633,923	2,335,604	1,193,296	2,116,686	923,390	3,342,657	1,225,971
Non-General Fund Reserves							
TOTAL REQUIREMENTS	22,195,903	26,459,793	73,401,289	158,434,622	85,033,333	124,937,144	(33,497,478)

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property		1,434		500,000	500,000	500,000	
Other Financing Sources		87,053,358					
Total Revenue		87,054,792		500,000	500,000	500,000	
Fund Balance	20		87,054,792	87,654,792	600,000	51,043,792	(36,611,000)
TOTAL SOURCES	20	87,054,792	87,054,792	88,154,792	1,100,000	51,543,792	(36,611,000)
REQUIREMENTS							
Other Financing Uses	20			36,611,000	36,611,000	23,500,000	(13,111,000)
Net Appropriations	20			36,611,000	36,611,000	23,500,000	(13,111,000)
Contingencies/Dept Reserves							
Non-General Fund Reserves		87,054,792	87,054,792	51,543,792	(35,511,000)	28,043,792	(23,500,000)
TOTAL REQUIREMENTS	20	87,054,792	87,054,792	88,154,792	1,100,000	51,543,792	(36,611,000)

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	5,944	4,120	4,500	5,000	500	2,000	(3,000)
Charges for Services	1,160,277	1,106,861	1,050,000	1,100,000	50,000	1,100,000	
Miscellaneous Revenue	17,932	57,437					
Total Revenue	1,184,153	1,168,418	1,054,500	1,105,000	50,500	1,102,000	(3,000)
Fund Balance	1,100,749	957,831	841,245	564,165	(277,080)	293,061	(271,104)
TOTAL SOURCES	2,284,902	2,126,248	1,895,745	1,669,165	(226,580)	1,395,061	(274,104)
REQUIREMENTS							
Services and Supplies		(60)					
Other Charges	861,884	7,290	7,290		(7,290)		
Other Financing Uses	465,188	1,277,773	1,324,790	1,376,104	51,314	1,368,379	(7,725)
Net Appropriations	1,327,071	1,285,003	1,332,080	1,376,104	44,024	1,368,379	(7,725)
Contingencies/Dept Reserves			191,434		(191,434)		
Non-General Fund Reserves	957,831	841,245	372,231	293,061	(79,170)	26,682	(266,379)
TOTAL REQUIREMENTS	2,284,902	2,126,248	1,895,745	1,669,165	(226,580)	1,395,061	(274,104)

Criminal Justice Construction Fund (8400B)
 Criminal Justice Temporary Construction Fund
 FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	14,790	13,388	11,500	15,000	3,500	15,000	
Charges for Services	1,160,126	1,106,749	1,050,000	1,100,000	50,000	1,100,000	
Miscellaneous Revenue	4,927	15,783					
Total Revenue	1,179,843	1,135,919	1,061,500	1,115,000	53,500	1,115,000	
Fund Balance	1,635,599	1,715,442	1,751,362	1,716,362	(35,000)	1,731,362	15,000
TOTAL SOURCES	2,815,442	2,851,361	2,812,862	2,831,362	18,500	2,846,362	15,000
REQUIREMENTS							
Other Financing Uses	1,100,000	1,100,000	1,100,000	1,100,000		1,100,000	
Net Appropriations	1,100,000	1,100,000	1,100,000	1,100,000		1,100,000	
Contingencies/Dept Reserves		86,067	160,487		(160,487)		
Non-General Fund Reserves	1,715,442	1,665,295	1,552,375	1,731,362	178,987	1,746,362	15,000
TOTAL REQUIREMENTS	2,815,442	2,851,361	2,812,862	2,831,362	18,500	2,846,362	15,000

Real Property Services (1220B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	304,122	294,093	256,460	362,351	105,891	371,245	8,894
Charges for Services	14,803	7,500	20,000	26,500	6,500	20,000	(6,500)
Interfund Revenue	3,221,103	2,524,603	2,304,132	2,483,328	179,196	2,512,604	29,276
Total Revenue	3,540,029	2,826,196	2,580,592	2,872,179	291,587	2,903,849	31,670
Fund Balance	841,481	1,761,201	1,587,578	637,669	(949,909)	637,669	
TOTAL SOURCES	4,381,509	4,587,397	4,168,170	3,509,848	(658,322)	3,541,518	31,670
REQUIREMENTS							
Salaries and Benefits	423,442	585,485	684,595	689,391	4,796	715,687	26,296
Services and Supplies	51,282	128,206	144,235	104,800	(39,435)	100,328	(4,472)
Other Charges	14,764,726	14,762,169	15,130,698	15,633,364	502,666	16,342,114	708,750
Other Financing Uses		3,525	3,588	4,312	724	4,419	107
Gross Appropriations	15,239,450	15,479,385	15,963,116	16,431,867	468,751	17,162,548	730,681
Intrafund Transfers	(12,619,143)	(12,479,565)	(12,920,063)	(13,407,990)	(487,927)	(14,107,001)	(699,011)
Net Appropriations	2,620,307	2,999,819	3,043,053	3,023,877	(19,176)	3,055,547	31,670
Contingencies/Dept Reserves	1,761,202	1,587,578	1,125,117	485,971	(639,146)	485,971	
TOTAL REQUIREMENTS	4,381,509	4,587,397	4,168,170	3,509,848	(658,322)	3,541,518	31,670
AUTHORIZED POSITIONS							
Salary Resolution	4.0	4.0	4.0	4.0		4.0	
Funded FTE	4.0	4.0	4.0	4.0		4.0	

Agricultural Commissioner/Sealer (1260B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	641,102	627,450	633,391	666,391	33,000	666,391	
Fines, Forfeitures and Penalties	35,666	26,639					
Intergovernmental Revenues	2,228,282	2,335,140	2,350,954	2,320,535	(30,419)	2,330,035	9,500
Charges for Services	189,372	177,877	182,200	192,200	10,000	192,200	
Miscellaneous Revenue	9,652	4,545	100	100		100	
Total Revenue	3,104,073	3,171,650	3,166,645	3,179,226	12,581	3,188,726	9,500
Fund Balance	501,779	411,108	444,474	428,853	(15,621)	428,853	
TOTAL SOURCES	3,605,852	3,582,758	3,611,119	3,608,079	(3,040)	3,617,579	9,500
REQUIREMENTS							
Salaries and Benefits	3,690,328	3,805,874	4,142,475	4,318,570	176,095	4,475,092	156,522
Services and Supplies	112,103	146,531	261,439	395,881	134,442	359,200	(36,681)
Other Charges	560,963	491,223	596,264	589,588	(6,676)	597,796	8,208
Fixed Assets			32,500		(32,500)		
Other Financing Uses	9,482	5,640	5,689	3,401	(2,288)	3,485	84
Gross Appropriations	4,372,877	4,449,268	5,038,367	5,307,440	269,073	5,435,573	128,133
Intrafund Transfers				(35,000)	(35,000)		35,000
Net Appropriations	4,372,877	4,449,268	5,038,367	5,272,440	234,073	5,435,573	163,133
Contingencies/Dept Reserves	260,536	260,536	260,536	260,536		270,036	9,500
TOTAL REQUIREMENTS	4,633,413	4,709,804	5,298,903	5,532,976	234,073	5,705,609	172,633
NET COUNTY COST	1,027,561	1,127,046	1,687,784	1,924,897	237,113	2,088,030	163,133
AUTHORIZED POSITIONS							
Salary Resolution	30.0	30.0	30.0	30.0		30.0	
Funded FTE	28.9	28.6	28.6	28.9	0.3	28.9	

Public Safety Communications (1240B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	2,472,287	2,662,015	2,662,015	2,662,015		2,662,015	
Charges for Services	4,468,848	4,675,947	4,831,340	5,093,616	262,276	5,225,581	131,965
Interfund Revenue	10,607	8,519	9,239	8,944	(295)	10,235	1,291
Miscellaneous Revenue	139,304	98,815	85,000	80,000	(5,000)	80,000	
Total Revenue	7,091,046	7,445,297	7,587,594	7,844,575	256,981	7,977,831	133,256
Fund Balance	181,224	291,886	316,918	313,798	(3,120)	313,798	
TOTAL SOURCES	7,272,270	7,737,183	7,904,512	8,158,373	253,861	8,291,629	133,256
REQUIREMENTS							
Salaries and Benefits	8,876,694	9,530,013	10,181,693	10,574,810	393,117	11,021,958	447,148
Services and Supplies	456,441	591,142	516,835	644,289	127,454	568,820	(75,469)
Other Charges	421,704	508,297	541,051	589,679	48,628	608,282	18,603
Fixed Assets		25,027	78,000	657,500	579,500		(657,500)
Other Financing Uses		28,713	28,992	27,330	(1,662)	27,868	538
Gross Appropriations	9,754,839	10,683,193	11,346,571	12,493,608	1,147,037	12,226,928	(266,680)
Intrafund Transfers	(227,720)	(371,000)	(315,988)	(1,042,518)	(726,530)	(278,615)	763,903
Net Appropriations	9,527,119	10,312,192	11,030,583	11,451,090	420,507	11,948,313	497,223
Contingencies/Dept Reserves		202,728	299,938	299,938		299,938	
TOTAL REQUIREMENTS	9,527,119	10,514,920	11,330,521	11,751,028	420,507	12,248,251	497,223
NET COUNTY COST	2,254,849	2,777,737	3,426,009	3,592,655	166,646	3,956,622	363,967
AUTHORIZED POSITIONS							
Salary Resolution	54.0	58.0	59.0	59.0		59.0	
Funded FTE	54.0	58.0	58.7	59.0	0.3	59.0	

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	5,225,196	5,390,390	4,944,194	5,179,124	234,930	5,425,621	246,497
Use of Money and Property	47,367	67,272	42,000	42,000		42,000	
Intergovernmental Revenues	36,266	1,737,362	2,016,811	2,016,811		2,016,811	
Charges for Services	295,559	324,191	290,000	290,000		290,000	
Miscellaneous Revenue	7,020	43,417	18,683	18,683		18,683	
Other Financing Sources	1,253,000						
Total Revenue	6,864,407	7,562,631	7,311,688	7,546,618	234,930	7,793,115	246,497
Fund Balance	1,579,410	2,398,983	3,704,478	3,704,478		3,704,478	
TOTAL SOURCES	8,443,817	9,961,614	11,016,166	11,251,096	234,930	11,497,593	246,497
REQUIREMENTS							
Services and Supplies	6,044,834	6,257,136	8,410,879	8,671,204	260,325	8,676,284	5,080
Net Appropriations	6,044,834	6,257,136	8,410,879	8,671,204	260,325	8,676,284	5,080
Non-General Fund Reserves	2,398,983	3,704,478	2,605,287	2,579,892	(25,395)	2,821,309	241,417
TOTAL REQUIREMENTS	8,443,817	9,961,614	11,016,166	11,251,096	234,930	11,497,593	246,497

Fire Protection Services (3580B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		47,324	3,452,676	4,449,392	996,716	1,600,000	(2,849,392)
Interfund Revenue	6,044,834	6,255,999	8,410,879	8,671,204	260,325	8,676,284	5,080
Miscellaneous Revenue	5,835	32,514	2,600	2,600		2,600	
TOTAL SOURCES	6,050,669	6,335,837	11,866,155	13,123,196	1,257,041	10,278,884	(2,844,312)
REQUIREMENTS							
Salaries and Benefits	1,982	2,785	1,982	3,541	1,559	3,541	
Services and Supplies	5,873,000	6,061,944	7,956,836	8,329,769	372,933	8,332,619	2,850
Other Charges	157,324	160,814	169,845	135,697	(34,148)	135,777	80
Fixed Assets	18,363	27,930	3,552,676	4,449,392	896,716	1,600,000	(2,849,392)
Other Financing Uses		82,364	184,816	182,903	(1,913)	182,911	8
Gross Appropriations	6,050,669	6,335,837	11,866,155	13,101,302	1,235,147	10,254,848	(2,846,454)
Intrafund Transfers				21,894	21,894	24,036	2,142
TOTAL REQUIREMENTS	6,050,669	6,335,837	11,866,155	13,123,196	1,257,041	10,278,884	(2,844,312)

County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	2,238,847	2,395,733	2,305,222	2,414,758	109,536	2,529,693	114,935
Use of Money and Property	14,496	17,295	14,500	14,500		14,500	
Intergovernmental Revenues	13,924	13,739	13,500	13,500		13,500	
Charges for Services	91,974	91,974	93,925	93,925		93,925	
Miscellaneous Revenue	34,107	67,123	4,000	4,000		4,000	
Total Revenue	2,393,348	2,585,863	2,431,147	2,540,683	109,536	2,655,618	114,935
Fund Balance	1,831,971	2,398,126	2,924,927	2,924,927		2,924,927	
TOTAL SOURCES	4,225,319	4,983,989	5,356,074	5,465,610	109,536	5,580,545	114,935
REQUIREMENTS							
Services and Supplies	1,828,598	2,059,027	2,573,524	2,707,978	134,454	2,707,978	
Other Charges		35	160	160		160	
Fixed Assets			1,009,400		(1,009,400)		
Net Appropriations	1,828,598	2,059,062	3,583,084	2,708,138	(874,946)	2,708,138	
Non-General Fund Reserves	2,396,721	2,924,927	1,772,990	2,757,472	984,482	2,872,407	114,935
TOTAL REQUIREMENTS	4,225,319	4,983,989	5,356,074	5,465,610	109,536	5,580,545	114,935

Housing and Community Development (7920P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		1,000,000	500,000	3,837,500	3,337,500	6,087,500	2,250,000
Intergovernmental Revenues	6,414,484	7,268,738	7,777,796	5,110,174	(2,667,622)	5,099,140	(11,034)
Charges for Services	221,687	348,480	189,000	165,500	(23,500)	165,500	
Interfund Revenue	1,126,651	1,227,016	751,555	575,770	(175,785)	689,581	113,811
Miscellaneous Revenue	572,184	1,006,228	968,792	991,641	22,849	869,445	(122,196)
TOTAL SOURCES	8,335,006	10,850,462	10,187,143	10,680,585	493,442	12,911,166	2,230,581
REQUIREMENTS							
Salaries and Benefits	1,533,539	1,459,433	1,775,943	1,829,600	53,657	1,783,850	(45,750)
Services and Supplies	234,638	516,398	544,504	531,690	(12,814)	370,677	(161,013)
Other Charges	6,566,830	9,256,579	8,197,891	8,806,134	608,243	11,019,735	2,213,601
Gross Appropriations	8,335,006	11,232,409	10,518,338	11,167,424	649,086	13,174,262	2,006,838
Intrafund Transfers			(167,901)	(223,743)	(55,842)		223,743
Net Appropriations	8,335,006	11,232,409	10,350,437	10,943,681	593,244	13,174,262	2,230,581
Contingencies/Dept Reserves	36,904	36,904	36,904	36,904		36,904	
TOTAL REQUIREMENTS	8,371,910	11,269,313	10,387,341	10,980,585	593,244	13,211,166	2,230,581
NET COUNTY COST	36,904	418,851	200,198	300,000	99,802	300,000	
AUTHORIZED POSITIONS							
Salary Resolution	11.0	11.0	11.0	11.0		11.0	
Funded FTE	10.8	11.0	11.0	11.0		11.0	

Housing Authority (7930P)
Housing Authority Fund (Information Only)

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	3,646,438	3,440,043	3,250,555	3,054,185	(196,370)	3,054,185	
Intergovernmental Revenues	65,948,306	67,457,543	69,811,254	66,252,195	(3,559,059)	66,252,195	
Miscellaneous Revenue	611,590	800,353	231,528	492,131	260,603	492,131	
Other Financing Sources		3,010,000					
TOTAL SOURCES	70,206,334	74,707,939	73,293,337	69,798,511	(3,494,826)	69,798,511	
REQUIREMENTS							
Salaries and Benefits	4,661,727	4,637,865	4,651,360	4,955,748	304,388	5,100,753	145,005
Services and Supplies	2,564,983	3,048,685	2,224,888	2,058,820	(166,068)	2,058,820	
Other Charges	62,979,624	67,021,389	66,417,089	62,783,943	(3,633,146)	62,638,938	(145,005)
TOTAL REQUIREMENTS	70,206,334	74,707,939	73,293,337	69,798,511	(3,494,826)	69,798,511	
AUTHORIZED POSITIONS							
Salary Resolution	46.0	45.0	45.0	45.0		45.0	
Funded FTE	46.0	45.0	45.0	45.0		45.0	

Board of Supervisors (1100B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Miscellaneous Revenue		1,318					
Total Revenue		1,318					
Fund Balance	452,670	539,201	529,330	529,330		529,330	
TOTAL SOURCES	452,670	540,519	529,330	529,330		529,330	
REQUIREMENTS							
Salaries and Benefits	2,688,856	2,781,015	4,152,275	4,198,649	46,374	4,309,503	110,854
Services and Supplies	233,987	203,902	429,022	398,422	(30,600)	398,422	
Other Charges	188,208	226,548	258,700	294,266	35,566	298,322	4,056
Other Financing Uses		15,552	15,830	16,015	185	16,410	395
Gross Appropriations	3,111,051	3,227,017	4,855,827	4,907,352	51,525	5,022,657	115,305
Intrafund Transfers			(30,800)	(30,800)		(30,800)	
TOTAL REQUIREMENTS	3,111,051	3,227,017	4,825,027	4,876,552	51,525	4,991,857	115,305
NET COUNTY COST	2,658,381	2,686,498	4,295,697	4,347,222	51,525	4,462,527	115,305
AUTHORIZED POSITIONS							
Salary Resolution	20.0	20.0	22.0	22.0		22.0	
Funded FTE	20.0	20.0	22.0	22.0		22.0	

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

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		100,000		350,000	350,000	350,000	
Intergovernmental Revenues	1,109,382	58,572	1,029,653	1,914,653	885,000	1,914,653	
Charges for Services	83,420	102,519	55,250	55,250		55,250	
Interfund Revenue	39,000	19,300	15,000	15,000		15,000	
Miscellaneous Revenue	24,723	59,513					
Total Revenue	1,256,525	339,904	1,099,903	2,334,903	1,235,000	2,334,903	
Fund Balance	1,007,662	379,113	732,971	732,971		732,971	
TOTAL SOURCES	2,264,187	719,017	1,832,874	3,067,874	1,235,000	3,067,874	
REQUIREMENTS							
Salaries and Benefits	4,092,415	3,922,796	5,442,778	5,743,307	300,529	5,897,713	154,406
Services and Supplies	2,062,840	1,749,222	3,003,396	4,310,876	1,307,480	4,310,876	
Other Charges	693,398	657,542	780,624	776,033	(4,591)	776,033	
Other Financing Uses		56,431	15,131	15,131		15,131	
Gross Appropriations	6,848,652	6,385,992	9,241,929	10,845,347	1,603,418	10,999,753	154,406
Intrafund Transfers	(137,486)	(331,904)	(641,214)	(591,214)	50,000	(591,214)	
Net Appropriations	6,711,166	6,054,088	8,600,715	10,254,133	1,653,418	10,408,539	154,406
Contingencies/Dept Reserves	220,000	160,000	574,104	574,104		574,104	
TOTAL REQUIREMENTS	6,931,166	6,214,088	9,174,819	10,828,237	1,653,418	10,982,643	154,406
NET COUNTY COST	4,666,979	5,495,071	7,341,945	7,760,363	418,418	7,914,769	154,406
AUTHORIZED POSITIONS							
Salary Resolution	20.0	21.0	20.0	22.0	2.0	22.0	
Funded FTE	21.0	21.0	20.0	22.0	2.0	22.0	

County Management (1210P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	57						
Interfund Revenue	19,000	19,000	15,000	15,000		15,000	
Miscellaneous Revenue	285	293					
Total Revenue	19,342	19,293	15,000	15,000		15,000	
Fund Balance	921,551	379,113	732,971	732,971		732,971	
TOTAL SOURCES	940,893	398,406	747,971	747,971		747,971	
REQUIREMENTS							
Salaries and Benefits	3,390,689	3,395,578	4,781,315	5,239,802	458,487	5,383,493	143,691
Services and Supplies	217,560	448,314	846,464	1,006,464	160,000	1,006,464	
Other Charges	360,689	334,231	431,672	427,081	(4,591)	427,081	
Other Financing Uses		56,431	15,131	15,131		15,131	
Gross Appropriations	3,968,938	4,234,554	6,074,582	6,688,478	613,896	6,832,169	143,691
Intrafund Transfers	(137,486)	(176,904)	(511,214)	(511,214)		(511,214)	
Net Appropriations	3,831,452	4,057,650	5,563,368	6,177,264	613,896	6,320,955	143,691
Contingencies/Dept Reserves	205,000	145,000	559,104	559,104		559,104	
TOTAL REQUIREMENTS	4,036,452	4,202,650	6,122,472	6,736,368	613,896	6,880,059	143,691
NET COUNTY COST	3,095,559	3,804,244	5,374,501	5,988,397	613,896	6,132,088	143,691
AUTHORIZED POSITIONS							
Salary Resolution	16.0	16.0	17.0	19.0	2.0	19.0	
Funded FTE	17.0	16.0	17.0	19.0	2.0	19.0	

Clerk of the Board (1215P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues		1,253	25,000	25,000		25,000	
Charges for Services	83,363	102,519	55,250	55,250		55,250	
Interfund Revenue		300					
Miscellaneous Revenue	14,351	32,420					
Total Revenue	97,714	136,492	80,250	80,250		80,250	
Fund Balance	86,111						
TOTAL SOURCES	183,825	136,492	80,250	80,250		80,250	
REQUIREMENTS							
Salaries and Benefits	427,988	456,500	477,628	343,041	(134,587)	353,756	10,715
Services and Supplies	178,216	502,432	585,790	585,790		585,790	
Other Charges	17,851	57,557	78,074	78,074		78,074	
Gross Appropriations	624,055	1,016,489	1,141,492	1,006,905	(134,587)	1,017,620	10,715
Intrafund Transfers		(155,000)	(100,000)	(100,000)		(100,000)	
Net Appropriations	624,055	861,489	1,041,492	906,905	(134,587)	917,620	10,715
Contingencies/Dept Reserves	15,000	15,000	15,000	15,000		15,000	
TOTAL REQUIREMENTS	639,055	876,489	1,056,492	921,905	(134,587)	932,620	10,715
NET COUNTY COST	455,230	739,997	976,242	841,655	(134,587)	852,370	10,715
AUTHORIZED POSITIONS							
Salary Resolution	3.0	3.0	3.0	2.0	(1.0)	2.0	
Funded FTE	3.0	3.0	3.0	2.0	(1.0)	2.0	

Special Projects and Grants (1217P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		100,000		350,000	350,000	350,000	
Intergovernmental Revenues	1,109,382	57,319	1,004,653	1,889,653	885,000	1,889,653	
Interfund Revenue	20,000						
Miscellaneous Revenue	10,087	26,800					
TOTAL SOURCES	1,139,469	184,119	1,004,653	2,239,653	1,235,000	2,239,653	
REQUIREMENTS							
Salaries and Benefits	273,737	70,719	183,835	160,464	(23,371)	160,464	
Services and Supplies	1,667,064	798,476	1,571,142	2,718,622	1,147,480	2,718,622	
Other Charges	314,857	265,754	270,878	270,878		270,878	
Gross Appropriations	2,255,659	1,134,949	2,025,855	3,149,964	1,124,109	3,149,964	
Intrafund Transfers			(30,000)	20,000	50,000	20,000	
TOTAL REQUIREMENTS	2,255,659	1,134,949	1,995,855	3,169,964	1,174,109	3,169,964	
NET COUNTY COST	1,116,189	950,830	991,202	930,311	(60,891)	930,311	
AUTHORIZED POSITIONS							
Salary Resolution	1.0	2.0		1.0	1.0	1.0	
Funded FTE	1.0	2.0		1.0	1.0	1.0	

Workforce and Economic Development (1280B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	7,340,674	5,109,853	7,372,593	7,372,593		7,372,593	
Miscellaneous Revenue	1,562	3,255					
Total Revenue	7,342,236	5,113,108	7,372,593	7,372,593		7,372,593	
Fund Balance			60,000	60,000		60,000	
TOTAL SOURCES	7,342,236	5,113,108	7,432,593	7,432,593		7,432,593	
REQUIREMENTS							
Salaries and Benefits	2,326,257	1,791,791	1,263,704	1,159,776	(103,928)	1,165,488	5,712
Services and Supplies	1,359,713	1,714,383	5,472,817	5,472,817		5,467,105	(5,712)
Other Charges	3,801,200	2,090,965	800,000	800,000		800,000	
TOTAL REQUIREMENTS	7,487,170	5,597,138	7,536,521	7,432,593	(103,928)	7,432,593	
NET COUNTY COST	144,934	484,030	103,928		(103,928)		
AUTHORIZED POSITIONS							
Salary Resolution	21.0	21.0	1.0	1.0		1.0	
Funded FTE	20.3	21.0	1.0	1.0		1.0	

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

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	28,766	10,833	21,000	25,000	4,000		(25,000)
Charges for Services	10,723,240	10,073,321	9,003,485	11,740,497	2,737,012	9,612,677	(2,127,820)
Miscellaneous Revenue	54,419	47,333	17,000	17,000		17,000	
Total Revenue	10,806,426	10,131,487	9,041,485	11,782,497	2,741,012	9,629,677	(2,152,820)
Fund Balance	2,188,293	2,789,451	2,492,326	2,677,683	185,357	1,657,146	(1,020,537)
TOTAL SOURCES	12,994,719	12,920,938	11,533,811	14,460,180	2,926,369	11,286,823	(3,173,357)
REQUIREMENTS							
Salaries and Benefits	13,949,938	14,982,199	17,033,003	18,943,462	1,910,459	18,508,804	(434,658)
Services and Supplies	3,898,403	4,270,643	5,233,097	7,399,366	2,166,269	6,023,890	(1,375,476)
Other Charges	1,989,067	989,664	1,058,331	1,314,630	256,299	1,344,981	30,351
Fixed Assets	264,272	370,269	37,000	430,000	393,000	200,000	(230,000)
Other Financing Uses		660,473	661,381	523,986	(137,395)	530,370	6,384
Gross Appropriations	20,101,680	21,273,248	24,022,812	28,611,444	4,588,632	26,608,045	(2,003,399)
Intrafund Transfers	(2,328,455)	(1,918,572)	(2,979,000)	(3,619,000)	(640,000)	(4,356,000)	(737,000)
Net Appropriations	17,773,225	19,354,677	21,043,812	24,992,444	3,948,632	22,252,045	(2,740,399)
Contingencies/Dept Reserves	1,469,325	970,483	476,277	500,000	23,723	500,000	
TOTAL REQUIREMENTS	19,242,550	20,325,160	21,520,089	25,492,444	3,972,355	22,752,045	(2,740,399)
NET COUNTY COST	6,247,831	7,404,222	9,986,278	11,032,264	1,045,986	11,465,222	432,958
AUTHORIZED POSITIONS							
Salary Resolution	117.0	117.0	117.0	118.0	1.0	118.0	
Funded FTE	114.4	116.9	116.9	117.5	0.6	117.5	

Appraisal Services (1310P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	4,250,370	5,088,086	3,976,787	4,940,000	963,213	4,940,000	
Miscellaneous Revenue	22,724	29,658	4,000	4,000		4,000	
Total Revenue	4,273,093	5,117,744	3,980,787	4,944,000	963,213	4,944,000	
Fund Balance	2,188,293	2,789,451	1,719,326	1,904,683	185,357	884,146	(1,020,537)
TOTAL SOURCES	6,461,386	7,907,195	5,700,113	6,848,683	1,148,570	5,828,146	(1,020,537)
REQUIREMENTS							
Salaries and Benefits	8,534,397	9,115,629	10,401,120	11,207,080	805,960	11,395,429	188,349
Services and Supplies	988,247	1,221,184	996,036	1,844,823	848,787	1,736,245	(108,578)
Other Charges	1,120,039	512,193	567,503	791,426	223,923	807,012	15,586
Fixed Assets	26,542	6,520					
Other Financing Uses		454,845	455,339	354,568	(100,771)	358,726	4,158
Gross Appropriations	10,669,226	11,310,371	12,419,998	14,197,897	1,777,899	14,297,412	99,515
Intrafund Transfers				(1,050,000)	(1,050,000)	(1,050,000)	
Net Appropriations	10,669,226	11,310,371	12,419,998	13,147,897	727,899	13,247,412	99,515
Contingencies/Dept Reserves	1,229,325	730,483	476,277	500,000	23,723	500,000	
TOTAL REQUIREMENTS	11,898,551	12,040,854	12,896,275	13,647,897	751,622	13,747,412	99,515
NET COUNTY COST	5,437,164	4,133,660	7,196,162	6,799,214	(396,948)	7,919,266	1,120,052
AUTHORIZED POSITIONS							
Salary Resolution	77.0	77.0	77.0	78.0	1.0	78.0	
Funded FTE	74.4	76.9	76.9	77.5	0.6	77.5	

Administration and Support (1320P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services			230,772	157,058	(73,714)	162,418	5,360
Miscellaneous Revenue	5						
TOTAL SOURCES	5		230,772	157,058	(73,714)	162,418	5,360
REQUIREMENTS							
Salaries and Benefits	1,194,565	1,468,177	1,622,620	1,714,847	92,227	1,721,705	6,858
Services and Supplies	17,780	23,730	40,782	218,283	177,501	43,283	(175,000)
Other Charges	5,293	5,332	5,300	7,155	1,855	7,513	358
Fixed Assets				400,000	400,000		(400,000)
TOTAL REQUIREMENTS	1,217,638	1,497,239	1,668,702	2,340,285	671,583	1,772,501	(567,784)
NET COUNTY COST	1,217,633	1,497,239	1,437,930	2,183,227	745,297	1,610,083	(573,144)
AUTHORIZED POSITIONS							
Salary Resolution	8.0	9.0	9.0	9.0		9.0	
Funded FTE	7.8	9.0	9.0	9.0		9.0	

Elections (1330P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	28,766	10,833	21,000	25,000	4,000		(25,000)
Charges for Services	1,435,583	1,821,995	50,440	2,014,000	1,963,560	40,000	(1,974,000)
Miscellaneous Revenue	17,766	16,545	11,000	11,000		11,000	
Total Revenue	1,482,115	1,849,373	82,440	2,050,000	1,967,560	51,000	(1,999,000)
Fund Balance			448,000	448,000		448,000	
TOTAL SOURCES	1,482,115	1,849,373	530,440	2,498,000	1,967,560	499,000	(1,999,000)
REQUIREMENTS							
Salaries and Benefits	2,382,932	2,639,822	2,970,277	3,961,265	990,988	3,262,061	(699,204)
Services and Supplies	2,102,151	2,491,836	2,811,433	3,591,783	780,350	2,756,897	(834,886)
Other Charges	246,892	191,409	199,060	209,554	10,494	214,438	4,884
Fixed Assets		306,208	37,000		(37,000)		
Other Financing Uses		6,335	6,449	10,093	3,644	10,346	253
Gross Appropriations	4,731,975	5,635,610	6,024,219	7,772,695	1,748,476	6,243,742	(1,528,953)
Intrafund Transfers	(2,328,455)	(1,918,572)	(2,979,000)	(2,569,000)	410,000	(3,306,000)	(737,000)
TOTAL REQUIREMENTS	2,403,520	3,717,038	3,045,219	5,203,695	2,158,476	2,937,742	(2,265,953)
NET COUNTY COST	921,405	1,867,665	2,514,779	2,705,695	190,916	2,438,742	(266,953)
AUTHORIZED POSITIONS							
Salary Resolution	12.0	12.0	12.0	12.0		12.0	
Funded FTE	12.0	12.0	12.0	12.0		12.0	

County Clerk-Recorder (1340P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	5,037,288	3,163,241	4,745,486	4,629,439	(116,047)	4,470,259	(159,180)
Miscellaneous Revenue	13,925	1,130	2,000	2,000		2,000	
Total Revenue	5,051,212	3,164,370	4,747,486	4,631,439	(116,047)	4,472,259	(159,180)
Fund Balance			325,000	325,000		325,000	
TOTAL SOURCES	5,051,212	3,164,370	5,072,486	4,956,439	(116,047)	4,797,259	(159,180)
REQUIREMENTS							
Salaries and Benefits	1,838,045	1,758,571	2,038,986	2,060,270	21,284	2,129,609	69,339
Services and Supplies	790,224	533,894	1,384,846	1,744,477	359,631	1,487,465	(257,012)
Other Charges	616,843	280,730	286,468	306,495	20,027	316,018	9,523
Fixed Assets	237,730	57,541		30,000	30,000	200,000	170,000
Other Financing Uses		199,293	199,593	159,325	(40,268)	161,298	1,973
Net Appropriations	3,482,842	2,830,029	3,909,893	4,300,567	390,674	4,294,390	(6,177)
Contingencies/Dept Reserves	240,000	240,000					
TOTAL REQUIREMENTS	3,722,842	3,070,029	3,909,893	4,300,567	390,674	4,294,390	(6,177)
NET COUNTY COST	(1,328,370)	(94,341)	(1,162,593)	(655,872)	506,721	(502,869)	153,003
AUTHORIZED POSITIONS							
Salary Resolution	20.0	19.0	19.0	19.0		19.0	
Funded FTE	20.2	19.0	19.0	19.0		19.0	

Controller's Office (1400B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property		349					
Intergovernmental Revenues	493,182	175,121	250,000	180,000	(70,000)	180,000	
Charges for Services	1,544,442	1,703,887	1,392,036	1,576,393	184,357	1,556,920	(19,473)
Interfund Revenue	87,392	23,015	1,210	1,210		1,210	
Miscellaneous Revenue	74,597	139,993	60,310	150,000	89,690	150,000	
Total Revenue	2,199,613	2,042,364	1,703,556	1,907,603	204,047	1,888,130	(19,473)
Fund Balance	1,962,495	1,637,681	1,192,637	1,211,919	19,282	1,189,022	(22,897)
TOTAL SOURCES	4,162,108	3,680,045	2,896,193	3,119,522	223,329	3,077,152	(42,370)
REQUIREMENTS							
Salaries and Benefits	5,139,385	5,529,963	8,128,032	7,891,122	(236,910)	8,047,226	156,104
Services and Supplies	593,549	565,417	1,800,763	1,023,049	(777,714)	1,055,461	32,412
Other Charges	2,790,020	2,777,287	2,163,243	3,159,030	995,787	3,155,589	(3,441)
Other Financing Uses		224,184	224,429	174,760	(49,669)	176,810	2,050
Gross Appropriations	8,522,954	9,096,852	12,316,467	12,247,961	(68,506)	12,435,086	187,125
Intrafund Transfers	(142,439)	(392,546)	(2,835,599)	(634,652)	2,200,947	(634,652)	
Net Appropriations	8,380,515	8,704,305	9,480,868	11,613,309	2,132,441	11,800,434	187,125
Contingencies/Dept Reserves	1,004,430	78,959	622,688	985,760	363,072	985,760	
TOTAL REQUIREMENTS	9,384,945	8,783,264	10,103,556	12,599,069	2,495,513	12,786,194	187,125
NET COUNTY COST	5,222,837	5,103,220	7,207,363	9,479,547	2,272,184	9,709,042	229,495
AUTHORIZED POSITIONS							
Salary Resolution	42.0	42.0	43.0	46.0	3.0	46.0	
Funded FTE	41.9	42.0	42.4	46.0	3.6	46.0	

Administration (1411P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services		53,839					
Interfund Revenue		1,710	1,210	1,210		1,210	
Miscellaneous Revenue	51,774	27,622					
Total Revenue	51,774	83,171	1,210	1,210		1,210	
Fund Balance	533,749	746,070	393,615	1,211,919	818,304	1,189,022	(22,897)
TOTAL SOURCES	585,523	829,241	394,825	1,213,129	818,304	1,190,232	(22,897)
REQUIREMENTS							
Salaries and Benefits	847,916	920,104	1,029,318	1,142,838	113,520	1,195,543	52,705
Services and Supplies	156,478	153,552	135,261	189,921	54,660	139,746	(50,175)
Other Charges	518,558	492,260	175,795	424,554	248,759	430,954	6,400
Other Financing Uses		224,184	26,718	174,760	148,042	176,810	2,050
Gross Appropriations	1,522,952	1,790,100	1,367,092	1,932,073	564,981	1,943,053	10,980
Net Appropriations	1,522,952	1,790,100	1,367,092	1,932,073	564,981	1,943,053	10,980
Contingencies/Dept Reserves	312,094	78,959	622,688	985,760	363,072	985,760	
TOTAL REQUIREMENTS	1,835,046	1,869,059	1,989,780	2,917,833	928,053	2,928,813	10,980
NET COUNTY COST	1,249,523	1,039,818	1,594,955	1,704,704	109,749	1,738,581	33,877
AUTHORIZED POSITIONS							
Salary Resolution	5.0	5.0	5.0	6.0	1.0	6.0	
Funded FTE	4.9	5.0	5.0	6.0	1.0	6.0	

Internal Audit (1421P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	8,487						
Charges for Services			15,058	12,000	(3,058)	12,000	
Interfund Revenue	41,512						
Miscellaneous Revenue	22,712	13,091					
TOTAL SOURCES	72,711	13,091	15,058	12,000	(3,058)	12,000	
REQUIREMENTS							
Salaries and Benefits	979,227	904,916	1,253,131	1,545,302	292,171	1,595,465	50,163
Services and Supplies	29,277	93,506	184,531	132,970	(51,561)	132,970	
Other Charges	8,020	7,330	34,738	7,711	(27,027)	8,015	304
Other Financing Uses			42,748		(42,748)		
Gross Appropriations	1,016,524	1,005,752	1,515,148	1,685,983	170,835	1,736,450	50,467
Intrafund Transfers		(38,639)					
TOTAL REQUIREMENTS	1,016,524	967,113	1,515,148	1,685,983	170,835	1,736,450	50,467
NET COUNTY COST	943,814	954,022	1,500,090	1,673,983	173,893	1,724,450	50,467
AUTHORIZED POSITIONS							
Salary Resolution	8.0	8.0	8.0	8.0		8.0	
Funded FTE	8.0	8.0	8.0	8.0	0.0	8.0	

Payroll Services (1431P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property		349					
Charges for Services	6,148	26,698	21,217	25,208	3,991	25,000	(208)
Miscellaneous Revenue	23	61					
Total Revenue	6,170	27,108	21,217	25,208	3,991	25,000	(208)
Fund Balance	629,724						
TOTAL SOURCES	635,894	27,108	21,217	25,208	3,991	25,000	(208)
REQUIREMENTS							
Salaries and Benefits	692,244	724,365	756,868	1,078,972	322,104	1,105,845	26,873
Services and Supplies	2,397	2,679	4,721	7,941	3,220	7,791	(150)
Other Charges	2,011,385	1,381,423	1,405,161	2,601,191	1,196,030	2,619,330	18,139
Other Financing Uses			32,061		(32,061)		
TOTAL REQUIREMENTS	2,706,026	2,108,467	2,198,811	3,688,104	1,489,293	3,732,966	44,862
NET COUNTY COST	2,070,132	2,081,359	2,177,594	3,662,896	1,485,302	3,707,966	45,070
AUTHORIZED POSITIONS							
Salary Resolution	6.0	6.0	6.0	7.0	1.0	7.0	
Funded FTE	6.0	6.0	6.0	7.0	1.0	7.0	

Controller Information Systems (1432P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Fund Balance	148,688	241,277	148,688		(148,688)		
TOTAL SOURCES	148,688	241,277	148,688		(148,688)		
REQUIREMENTS							
Salaries and Benefits	534,876	699,140	838,702	868,599	29,897	845,865	(22,734)
Services and Supplies	48,360	66,700	101,820	10,214	(91,606)	82,866	72,652
Other Charges	13,168	188,000	24,844	5,864	(18,980)	6,055	191
Other Financing Uses			26,718		(26,718)		
Gross Appropriations	596,404	953,840	992,084	884,677	(107,407)	934,786	50,109
Intrafund Transfers		(64,525)					
Net Appropriations	596,404	889,315	992,084	884,677	(107,407)	934,786	50,109
Contingencies/Dept Reserves	183,163						
TOTAL REQUIREMENTS	779,567	889,315	992,084	884,677	(107,407)	934,786	50,109
NET COUNTY COST	630,879	648,038	843,396	884,677	41,281	934,786	50,109
AUTHORIZED POSITIONS							
Salary Resolution	5.0	5.0	6.0	5.0	(1.0)	5.0	
Funded FTE	5.0	5.0	5.4	5.0	(0.4)	5.0	

General Accounting (1441P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	87,461	83,177	111,231	73,485	(37,746)	70,000	(3,485)
Interfund Revenue	14,380	21,305					
Miscellaneous Revenue	89	98,771	58,310	150,000	91,690	150,000	
TOTAL SOURCES	101,930	203,252	169,541	223,485	53,944	220,000	(3,485)
REQUIREMENTS							
Salaries and Benefits	900,373	929,217	1,029,793	1,295,395	265,602	1,328,276	32,881
Services and Supplies	3,484	4,643	134,836	5,475	(129,361)	5,400	(75)
Other Charges	15,615	10,505	34,738	8,711	(26,027)	9,033	322
Other Financing Uses			42,748		(42,748)		
Gross Appropriations	919,472	944,364	1,242,115	1,309,581	67,466	1,342,709	33,128
Intrafund Transfers	(2,439)	(1,741)	(2,439)		2,439		
TOTAL REQUIREMENTS	917,033	942,623	1,239,676	1,309,581	69,905	1,342,709	33,128
NET COUNTY COST	815,103	739,371	1,070,135	1,086,096	15,961	1,122,709	36,613
AUTHORIZED POSITIONS							
Salary Resolution	9.0	8.0	8.0	10.0	2.0	10.0	
Funded FTE	9.0	8.0	8.0	10.0	2.0	10.0	

Property Tax/Special Accounting (1461P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues	484,695	137,236	240,000	180,000	(60,000)	180,000	
Charges for Services	1,450,834	1,540,173	1,244,530	1,465,700	221,170	1,449,920	(15,780)
Interfund Revenue	31,500						
Miscellaneous Revenue		448	2,000		(2,000)		
Total Revenue	1,967,029	1,677,857	1,486,530	1,645,700	159,170	1,629,920	(15,780)
Fund Balance	650,334	322,123	322,123		(322,123)		
TOTAL SOURCES	2,617,363	1,999,980	1,808,653	1,645,700	(162,953)	1,629,920	(15,780)
REQUIREMENTS							
Salaries and Benefits	1,012,525	1,169,351	3,013,112	1,960,016	(1,053,096)	1,976,232	16,216
Services and Supplies	242,634	88,437	990,164	676,528	(313,636)	686,688	10,160
Other Charges	8,657	250,497	260,466	110,999	(149,467)	82,202	(28,797)
Other Financing Uses			48,092		(48,092)		
Gross Appropriations	1,263,817	1,508,286	4,311,834	2,747,543	(1,564,291)	2,745,122	(2,421)
Intrafund Transfers	(140,000)	(20,000)	(2,502,480)	(634,652)	1,867,828	(634,652)	
Net Appropriations	1,123,817	1,488,286	1,809,354	2,112,891	303,537	2,110,470	(2,421)
Contingencies/Dept Reserves	509,173						
TOTAL REQUIREMENTS	1,632,990	1,488,286	1,809,354	2,112,891	303,537	2,110,470	(2,421)
NET COUNTY COST	(984,373)	(511,694)	701	467,191	466,490	480,550	13,359
AUTHORIZED POSITIONS							
Salary Resolution	9.0	9.0	9.0	10.0	1.0	10.0	
Funded FTE	9.0	9.0	9.0	10.0	1.0	10.0	

Business Systems Development (1462P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
REQUIREMENTS							
Salaries and Benefits	175,291	182,871	207,108		(207,108)		
Services and Supplies	150		2,383		(2,383)		
Other Charges	2,049	1,590	8,723		(8,723)		
Other Financing Uses			5,344		(5,344)		
TOTAL REQUIREMENTS	177,490	184,461	223,558		(223,558)		
NET COUNTY COST	177,490	184,461	223,558		(223,558)		
AUTHORIZED POSITIONS							
Salary Resolution		1.0	1.0		(1.0)		
Funded FTE		1.0	1.0		(1.0)		

Prop Tax System Shared Costs (1463P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues		37,885	10,000		(10,000)		
Total Revenue		37,885	10,000		(10,000)		
Fund Balance		328,211	328,211		(328,211)		
TOTAL SOURCES		366,096	338,211		(338,211)		
REQUIREMENTS							
Salaries and Benefits	(3,067)						
Services and Supplies	110,768	155,900	247,047		(247,047)		
Other Charges	212,569	445,683	218,778		(218,778)		
Gross Appropriations	320,270	601,583	465,825		(465,825)		
Intrafund Transfers		(267,641)	(330,680)		330,680		
TOTAL REQUIREMENTS	320,270	333,942	135,145		(135,145)		
NET COUNTY COST	320,270	(32,154)	(203,066)		203,066		

Treasurer - Tax Collector (1500B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	4,285	3,063	3,650	3,650		3,650	
Use of Money and Property	81,916	61,946	30,000	45,000	15,000	45,000	
Charges for Services	4,616,269	5,196,688	4,129,654	4,629,654	500,000	4,629,654	
Interfund Revenue	682,555	710,539	631,000	681,000	50,000	681,000	
Miscellaneous Revenue	132,245	184,502	81,500	96,500	15,000	96,500	
Total Revenue	5,517,271	6,156,737	4,875,804	5,455,804	580,000	5,455,804	
Fund Balance	4,602,647	4,048,905	2,718,787	2,718,787		2,718,787	
TOTAL SOURCES	10,119,918	10,205,642	7,594,591	8,174,591	580,000	8,174,591	
REQUIREMENTS							
Salaries and Benefits	5,936,322	6,239,467	7,968,011	8,077,587	109,576	8,353,069	275,482
Services and Supplies	958,418	1,129,782	2,786,737	3,046,851	260,114	2,985,878	(60,973)
Other Charges	1,031,021	2,564,331	723,892	897,570	173,678	935,329	37,759
Fixed Assets				94,000	94,000		(94,000)
Other Financing Uses		223,112	223,492	178,740	(44,752)	180,989	2,249
Gross Appropriations	7,925,760	10,156,692	11,702,132	12,294,748	592,616	12,455,265	160,517
Intrafund Transfers	(3,124,124)	(3,039,641)	(3,066,542)	(3,081,542)	(15,000)	(3,081,542)	
Net Appropriations	4,801,636	7,117,052	8,635,590	9,213,206	577,616	9,373,723	160,517
Contingencies/Dept Reserves	2,070,212	156,689	201,359	301,359	100,000	301,359	
TOTAL REQUIREMENTS	6,871,848	7,273,741	8,836,949	9,514,565	677,616	9,675,082	160,517
NET COUNTY COST	(3,248,070)	(2,931,902)	1,242,358	1,339,974	97,616	1,500,491	160,517
AUTHORIZED POSITIONS							
Salary Resolution	61.0	61.0	61.0	61.0		61.0	
Funded FTE	61.0	61.0	61.0	61.0		61.0	

Tax Collector (1510P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Licenses, Permits and Franchises	4,285	3,063	3,650	3,650		3,650	
Charges for Services	1,299,569	1,423,191	1,164,474	1,164,474		1,164,474	
Miscellaneous Revenue	56,314	70,606	56,000	56,000		56,000	
Total Revenue	1,360,168	1,496,860	1,224,124	1,224,124		1,224,124	
Fund Balance	2,840,258	2,450,848	1,560,008	1,560,008		1,560,008	
TOTAL SOURCES	4,200,426	3,947,708	2,784,132	2,784,132		2,784,132	
REQUIREMENTS							
Salaries and Benefits	1,664,804	1,832,600	2,048,529	2,000,555	(47,974)	2,063,272	62,717
Services and Supplies	286,485	356,674	1,159,257	1,377,828	218,571	1,393,359	15,531
Other Charges	612,905	1,389,363	376,721	423,478	46,757	452,488	29,010
Fixed Assets				50,000	50,000		(50,000)
Other Financing Uses		121,775	121,908	94,928	(26,980)	96,042	1,114
Gross Appropriations	2,564,194	3,700,412	3,706,415	3,946,789	240,374	4,005,161	58,372
Intrafund Transfers		(4,088)					
Net Appropriations	2,564,194	3,696,325	3,706,415	3,946,789	240,374	4,005,161	58,372
Contingencies/Dept Reserves	1,123,651	72,077	62,817	162,817	100,000	162,817	
TOTAL REQUIREMENTS	3,687,845	3,768,402	3,769,232	4,109,606	340,374	4,167,978	58,372
NET COUNTY COST	(512,581)	(179,306)	985,100	1,325,474	340,374	1,383,846	58,372
AUTHORIZED POSITIONS							
Salary Resolution	16.0	16.0	16.0	14.0	(2.0)	14.0	
Funded FTE	16.0	16.0	16.0	14.0	(2.0)	14.0	

Treasurer (1520P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	3,255,223	3,720,515	2,914,680	3,414,680	500,000	3,414,680	
Interfund Revenue		1,805					
Miscellaneous Revenue	14,529	16,321					
Total Revenue	3,269,753	3,738,640	2,914,680	3,414,680	500,000	3,414,680	
Fund Balance	594,399	450,702	162,789	162,789		162,789	
TOTAL SOURCES	3,864,152	4,189,342	3,077,469	3,577,469	500,000	3,577,469	
REQUIREMENTS							
Salaries and Benefits	1,654,370	1,721,920	2,465,342	2,725,001	259,659	2,818,194	93,193
Services and Supplies	212,911	288,336	657,312	734,592	77,280	769,592	35,000
Other Charges	207,792	591,791	110,331	166,265	55,934	169,397	3,132
Fixed Assets				30,000	30,000		(30,000)
Other Financing Uses		91,928	92,007	71,174	(20,833)	71,994	820
Gross Appropriations	2,075,073	2,693,975	3,324,992	3,727,032	402,040	3,829,177	102,145
Intrafund Transfers			(239,530)	(239,530)		(239,530)	
Net Appropriations	2,075,073	2,693,975	3,085,462	3,487,502	402,040	3,589,647	102,145
Contingencies/Dept Reserves	550,042	54,841	104,467	104,467		104,467	
TOTAL REQUIREMENTS	2,625,115	2,748,816	3,189,929	3,591,969	402,040	3,694,114	102,145
NET COUNTY COST	(1,239,037)	(1,440,526)	112,460	14,500	(97,960)	116,645	102,145
AUTHORIZED POSITIONS							
Salary Resolution	18.0	18.0	18.0	20.0	2.0	20.0	
Funded FTE	18.0	18.0	18.0	20.0	2.0	20.0	

Revenue Services Program (1530P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	81,916	61,946	30,000	45,000	15,000	45,000	
Charges for Services	61,477	52,983	50,500	50,500		50,500	
Interfund Revenue	682,555	708,734	631,000	681,000	50,000	681,000	
Miscellaneous Revenue	61,401	97,575	25,500	40,500	15,000	40,500	
Total Revenue	887,350	921,238	737,000	817,000	80,000	817,000	
Fund Balance	1,167,990	1,147,355	995,990	995,990		995,990	
TOTAL SOURCES	2,055,340	2,068,593	1,732,990	1,812,990	80,000	1,812,990	
REQUIREMENTS							
Salaries and Benefits	2,617,148	2,684,946	3,454,140	3,352,031	(102,109)	3,471,603	119,572
Services and Supplies	459,022	484,772	970,168	934,431	(35,737)	822,927	(111,504)
Other Charges	210,323	583,177	236,840	307,827	70,987	313,444	5,617
Fixed Assets				14,000	14,000		(14,000)
Other Financing Uses		9,409	9,577	12,638	3,061	12,953	315
Gross Appropriations	3,286,494	3,762,305	4,670,725	4,620,927	(49,798)	4,620,927	
Intrafund Transfers	(3,124,124)	(3,035,553)	(2,827,012)	(2,842,012)	(15,000)	(2,842,012)	
Net Appropriations	162,369	726,752	1,843,713	1,778,915	(64,798)	1,778,915	
Contingencies/Dept Reserves	396,519	29,771	34,075	34,075		34,075	
TOTAL REQUIREMENTS	558,888	756,523	1,877,788	1,812,990	(64,798)	1,812,990	
NET COUNTY COST	(1,496,452)	(1,312,070)	144,798		(144,798)		
AUTHORIZED POSITIONS							
Salary Resolution	27.0	27.0	27.0	27.0		27.0	
Funded FTE	27.0	27.0	27.0	27.0		27.0	

Retirement Office (2000B)
Retirement Trust Fund (Information Only)

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Miscellaneous Revenue	4,891,792	5,598,194					
Other Financing Sources			11,026,106	11,433,900	407,794	11,579,699	145,799
TOTAL SOURCES	4,891,792	5,598,194	11,026,106	11,433,900	407,794	11,579,699	145,799
REQUIREMENTS							
Salaries and Benefits	3,113,339	3,682,600	4,268,175	4,675,969	407,794	4,821,768	145,799
Services and Supplies	1,659,265	1,801,601	3,009,356	3,009,356		3,009,356	
Other Charges	119,188	113,993	248,575	248,575		248,575	
Fixed Assets			3,500,000	3,500,000		3,500,000	
TOTAL REQUIREMENTS	4,891,792	5,598,194	11,026,106	11,433,900	407,794	11,579,699	145,799
AUTHORIZED POSITIONS							
Salary Resolution	20.0	21.0	23.0	23.0		23.0	
Funded FTE	20.0	21.0	22.0	22.9	0.9	22.9	

County Counsel (1600B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	4,300,467	3,970,469	3,625,226	4,066,727	441,501	4,133,031	66,304
Interfund Revenue	1,121	4,742					
Miscellaneous Revenue	16,631	112,618	10,000	10,000		10,000	
Total Revenue	4,318,219	4,087,829	3,635,226	4,076,727	441,501	4,143,031	66,304
Fund Balance	2,736,760	2,311,574	2,433,229	2,433,671	442	2,433,671	
TOTAL SOURCES	7,054,979	6,399,403	6,068,455	6,510,398	441,943	6,576,702	66,304
REQUIREMENTS							
Salaries and Benefits	7,632,922	8,600,170	10,159,937	10,540,764	380,827	10,917,239	376,475
Services and Supplies	733,130	638,696	866,320	1,087,100	220,780	1,122,250	35,150
Other Charges	443,139	472,104	465,851	584,912	119,061	629,260	44,348
Fixed Assets			10,000	10,000		10,000	
Other Financing Uses		25,641	26,098	26,401	303	27,060	659
Gross Appropriations	8,809,191	9,736,611	11,528,206	12,249,177	720,971	12,705,809	456,632
Intrafund Transfers	(2,216,499)	(1,958,429)	(1,170,001)	(1,950,100)	(780,099)	(2,021,500)	(71,400)
Net Appropriations	6,592,692	7,778,182	10,358,205	10,299,077	(59,128)	10,684,309	385,232
Contingencies/Dept Reserves	1,418,351	1,383,186	1,048,173	1,789,606	741,433	1,934,593	144,987
TOTAL REQUIREMENTS	8,011,043	9,161,368	11,406,378	12,088,683	682,305	12,618,902	530,219
NET COUNTY COST	956,064	2,761,965	5,337,923	5,578,285	240,362	6,042,200	463,915
AUTHORIZED POSITIONS							
Salary Resolution	42.0	42.0	43.0	43.0		43.0	
Funded FTE	40.7	41.1	41.8	42.3	0.5	42.3	

Human Resources Department (1700B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	8,140	3,755	10,000	10,000		10,000	
Intergovernmental Revenues		1,779					
Charges for Services	171,789	178,921	249,474	232,944	(16,530)	232,944	
Interfund Revenue	4,465,794	4,184,719	4,726,659	5,847,520	1,120,861	6,116,471	268,951
Miscellaneous Revenue	283,781	265,732	347,300	322,100	(25,200)	322,100	
Other Financing Sources	2,596	2,796	252,200	250,000	(2,200)	250,000	
Total Revenue	4,932,100	4,637,702	5,585,633	6,662,564	1,076,931	6,931,515	268,951
Fund Balance	825,146	668,032	995,991	1,144,775	148,784	744,775	(400,000)
TOTAL SOURCES	5,757,246	5,305,734	6,581,624	7,807,339	1,225,715	7,676,290	(131,049)
REQUIREMENTS							
Salaries and Benefits	8,465,671	8,497,288	10,178,574	11,856,804	1,678,230	11,900,244	43,440
Services and Supplies	1,969,193	1,999,834	2,472,733	3,074,340	601,607	2,669,340	(405,000)
Other Charges	764,180	881,798	898,056	1,257,366	359,310	1,138,184	(119,182)
Fixed Assets		79,652	475,000	525,000	50,000	250,000	(275,000)
Other Financing Uses		36,986	43,949	49,820	5,871	51,063	1,243
Gross Appropriations	11,199,045	11,495,558	14,068,312	16,763,330	2,695,018	16,008,831	(754,499)
Intrafund Transfers	(1,343,073)	(2,103,039)	(2,069,712)	(2,753,798)	(684,086)	(2,108,874)	644,924
Net Appropriations	9,855,972	9,392,519	11,998,600	14,009,532	2,010,932	13,899,957	(109,575)
Contingencies/Dept Reserves	500,000	456,807	456,807	456,807		456,807	
TOTAL REQUIREMENTS	10,355,972	9,849,326	12,455,407	14,466,339	2,010,932	14,356,764	(109,575)
NET COUNTY COST	4,598,725	4,543,592	5,873,783	6,659,000	785,217	6,680,474	21,474
AUTHORIZED POSITIONS							
Salary Resolution	63.0	64.0	65.0	69.0	4.0	70.0	1.0
Funded FTE	61.4	62.6	63.4	67.7	4.3	68.7	1.0

HR Strategic Support and Partnerships (1710P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues		1,779					
Charges for Services	75,900	93,267	134,912	124,912	(10,000)	124,912	
Interfund Revenue	404,857	410,894	481,327	700,469	219,142	700,469	
Miscellaneous Revenue	989	2,910					
Total Revenue	481,746	508,850	616,239	825,381	209,142	825,381	
Fund Balance	748,700	668,032	622,387	721,133	98,746	721,133	
TOTAL SOURCES	1,230,446	1,176,882	1,238,626	1,546,514	307,888	1,546,514	
REQUIREMENTS							
Salaries and Benefits	1,638,222	1,512,167	1,958,933	1,919,773	(39,160)	1,932,644	12,871
Services and Supplies	262,488	256,689	411,972	390,566	(21,406)	390,566	
Other Charges	374,035	474,166	482,783	568,900	86,117	577,599	8,699
Other Financing Uses		17,004	17,376	22,839	5,463	23,409	570
Gross Appropriations	2,274,745	2,260,024	2,871,064	2,902,078	31,014	2,924,218	22,140
Intrafund Transfers	(534,583)	(995,006)	(880,983)	(708,118)	172,865	(708,118)	
Net Appropriations	1,740,162	1,265,019	1,990,081	2,193,960	203,879	2,216,100	22,140
Contingencies/Dept Reserves	500,000	456,807	456,807	456,807		456,807	
TOTAL REQUIREMENTS	2,240,162	1,721,826	2,446,888	2,650,767	203,879	2,672,907	22,140
NET COUNTY COST	1,009,715	544,944	1,208,262	1,104,253	(104,009)	1,126,393	22,140
AUTHORIZED POSITIONS							
Salary Resolution	10.0	9.0	9.0	9.0		9.0	
Funded FTE	9.2	9.0	9.0	9.3	0.3	9.3	

Employee Benefits and Wellness (1720P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	400	925					
Interfund Revenue	1,511,194	1,266,631	1,579,651	1,886,977	307,326	2,094,199	207,222
Miscellaneous Revenue	123,000	139,017	121,000	136,000	15,000	136,000	
Total Revenue	1,634,594	1,406,573	1,700,651	2,022,977	322,326	2,230,199	207,222
Fund Balance	50,000						
TOTAL SOURCES	1,684,594	1,406,573	1,700,651	2,022,977	322,326	2,230,199	207,222
REQUIREMENTS							
Salaries and Benefits	959,786	870,700	1,186,751	1,802,244	615,493	1,778,641	(23,603)
Services and Supplies	640,316	454,845	471,963	498,063	26,100	498,063	
Other Charges	84,491	88,103	81,575	107,665	26,090	110,546	2,881
Other Financing Uses		7,686	14,007	9,548	(4,459)	9,785	237
Gross Appropriations	1,684,593	1,421,333	1,754,296	2,417,520	663,224	2,397,035	(20,485)
Intrafund Transfers		(14,760)		(60,871)	(60,871)		60,871
TOTAL REQUIREMENTS	1,684,593	1,406,573	1,754,296	2,356,649	602,353	2,397,035	40,386
NET COUNTY COST			53,645	333,672	280,027	166,836	(166,836)
AUTHORIZED POSITIONS							
Salary Resolution	7.0	8.0	8.0	11.0	3.0	11.0	
Funded FTE	7.0	8.0	8.0	11.0	3.0	11.0	

Risk Management (1730P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	37						
Interfund Revenue	1,634,069	1,766,443	1,873,655	2,076,832	203,177	2,138,561	61,729
Miscellaneous Revenue	480	121					
Other Financing Sources			250,000	250,000		250,000	
Total Revenue	1,634,586	1,766,564	2,123,655	2,326,832	203,177	2,388,561	61,729
Fund Balance			225,000	275,000	50,000		(275,000)
TOTAL SOURCES	1,634,586	1,766,564	2,348,655	2,601,832	253,177	2,388,561	(213,271)
REQUIREMENTS							
Salaries and Benefits	1,351,119	1,427,081	1,646,119	1,735,703	89,584	1,794,641	58,938
Services and Supplies	201,611	258,723	216,700	235,842	19,142	235,842	
Other Charges	85,450	100,419	89,681	107,872	18,191	110,478	2,606
Fixed Assets			475,000	525,000	50,000	250,000	(275,000)
Other Financing Uses		5,521	5,642	7,415	1,773	7,600	185
Gross Appropriations	1,638,180	1,791,743	2,433,142	2,611,832	178,690	2,398,561	(213,271)
Intrafund Transfers	(3,594)	(25,180)	(10,000)	(10,000)		(10,000)	
TOTAL REQUIREMENTS	1,634,586	1,766,564	2,423,142	2,601,832	178,690	2,388,561	(213,271)
NET COUNTY COST							
			74,487		(74,487)		
AUTHORIZED POSITIONS							
Salary Resolution	12.0	12.0	12.0	12.0		12.0	
Funded FTE	10.9	10.7	10.7	10.8	0.1	10.8	

Talent Acquisition (1740P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Interfund Revenue	142,912	142,662	142,312	457,975	315,663	457,975	
Miscellaneous Revenue	49,462	17,589	70,000	70,000		70,000	
Total Revenue	192,374	160,251	212,312	527,975	315,663	527,975	
Fund Balance			70,000		(70,000)		
TOTAL SOURCES	192,374	160,251	282,312	527,975	245,663	527,975	
REQUIREMENTS							
Salaries and Benefits	1,442,622	1,650,871	1,962,598	2,282,121	319,523	2,344,102	61,981
Services and Supplies	126,765	241,902	220,750	207,700	(13,050)	207,700	
Other Charges	7,252	7,572	7,252	9,136	1,884	9,594	458
Gross Appropriations	1,576,639	1,900,345	2,190,600	2,498,957	308,357	2,561,396	62,439
Intrafund Transfers	(315,946)	(552,542)	(591,581)	(275,918)	315,663	(275,918)	
TOTAL REQUIREMENTS	1,260,693	1,347,803	1,599,019	2,223,039	624,020	2,285,478	62,439
NET COUNTY COST	1,068,319	1,187,552	1,316,707	1,695,064	378,357	1,757,503	62,439
AUTHORIZED POSITIONS							
Salary Resolution	10.0	12.0	12.0	14.0	2.0	14.0	
Funded FTE	10.0	11.9	11.9	13.7	1.8	13.7	

Workforce Resources and Diversity (1750P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services	86,816	77,066	107,030	100,500	(6,530)	100,500	
Interfund Revenue	639,039	526,043	483,945	602,498	118,553	602,498	
Miscellaneous Revenue	13,431	11,734	66,100	66,100		66,100	
Total Revenue	739,285	614,843	657,075	769,098	112,023	769,098	
Fund Balance			75,000	75,000			(75,000)
TOTAL SOURCES	739,285	614,843	732,075	844,098	112,023	769,098	(75,000)
REQUIREMENTS							
Salaries and Benefits	1,716,102	1,770,092	1,792,548	1,896,492	103,944	2,120,979	224,487
Services and Supplies	586,870	654,796	1,014,454	1,127,708	113,254	1,002,708	(125,000)
Other Charges	10,451	10,543	9,973	10,146	173	10,594	448
Gross Appropriations	2,313,423	2,435,431	2,816,975	3,034,346	217,371	3,134,281	99,935
Intrafund Transfers	(376,126)	(351,137)	(464,586)	(299,009)	165,577	(414,956)	(115,947)
TOTAL REQUIREMENTS	1,937,297	2,084,294	2,352,389	2,735,337	382,948	2,719,325	(16,012)
NET COUNTY COST	1,198,012	1,469,452	1,620,314	1,891,239	270,925	1,950,227	58,988
AUTHORIZED POSITIONS							
Salary Resolution	12.0	11.0	11.0	11.0		12.0	1.0
Funded FTE	12.0	11.0	11.0	11.0		12.0	1.0

Shared Services (1780B) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	8,140	3,755	10,000	10,000		10,000	
Charges for Services	8,636	7,664	7,532	7,532		7,532	
Interfund Revenue	133,724	72,046	165,769	122,769	(43,000)	122,769	
Miscellaneous Revenue	96,419	94,361	90,200	50,000	(40,200)	50,000	
Other Financing Sources	2,596	2,796	2,200		(2,200)		
Total Revenue	249,515	180,622	275,701	190,301	(85,400)	190,301	
Fund Balance	26,446		3,604	73,642	70,038	23,642	(50,000)
TOTAL SOURCES	275,961	180,622	279,305	263,943	(15,362)	213,943	(50,000)
REQUIREMENTS							
Salaries and Benefits	1,357,819	1,266,377	1,631,625	2,220,471	588,846	1,929,237	(291,234)
Services and Supplies	151,143	132,879	136,894	614,461	477,567	334,461	(280,000)
Other Charges	202,502	200,996	226,792	453,647	226,855	319,373	(134,274)
Fixed Assets		79,652					
Other Financing Uses		6,776	6,924	10,018	3,094	10,269	251
Gross Appropriations	1,711,464	1,686,680	2,002,235	3,298,597	1,296,362	2,593,340	(705,257)
Intrafund Transfers	(112,825)	(164,414)	(122,562)	(1,399,882)	(1,277,320)	(699,882)	700,000
TOTAL REQUIREMENTS	1,598,640	1,522,265	1,879,673	1,898,715	19,042	1,893,458	(5,257)
NET COUNTY COST	1,322,679	1,341,643	1,600,368	1,634,772	34,404	1,679,515	44,743
AUTHORIZED POSITIONS							
Salary Resolution	12.0	12.0	13.0	12.0	(1.0)	12.0	
Funded FTE	12.4	12.0	12.8	12.0	(0.8)	12.0	

Information Services Department (1800B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		629,993	6,155,008	9,288,412	3,133,404	8,000,000	(1,288,412)
Use of Money and Property	161,047	182,199	170,000	170,000		170,000	
Intergovernmental Revenues		5,415,104	1,459,900	2,964,278	1,504,378		(2,964,278)
Charges for Services	3,171,928	2,716,801	2,813,664	2,639,789	(173,875)	1,867,589	(772,200)
Interfund Revenue	13,464,899	8,377,121	5,628,618	11,508,142	5,879,524	11,039,494	(468,648)
Miscellaneous Revenue	18,437	762,990					
Total Revenue	16,816,311	18,084,208	16,227,190	26,570,621	10,343,431	21,077,083	(5,493,538)
Fund Balance	4,837,357	6,785,900	10,133,061	6,522,635	(3,610,426)	7,198,567	675,932
TOTAL SOURCES	21,653,668	24,870,108	26,360,251	33,093,256	6,733,005	28,275,650	(4,817,606)
REQUIREMENTS							
Salaries and Benefits	18,922,582	18,451,025	21,348,022	24,029,326	2,681,304	24,709,105	679,779
Services and Supplies	29,323,796	39,708,934	53,281,645	65,018,878	11,737,233	42,654,300	(22,364,578)
Other Charges	1,364,986	1,607,186	2,695,043	3,252,881	557,838	3,250,400	(2,481)
Fixed Assets	1,136,813	2,818,899	9,255,875	3,483,608	(5,772,267)	2,525,000	(958,608)
Other Financing Uses	285,804	509,243	515,475	531,608	16,133	536,391	4,783
Gross Appropriations	51,033,981	63,095,287	87,096,060	96,316,301	9,220,241	73,675,196	(22,641,105)
Intrafund Transfers	(36,166,213)	(48,358,240)	(67,258,442)	(70,421,612)	(3,163,170)	(53,274,045)	17,147,567
Net Appropriations	14,867,768	14,737,047	19,837,618	25,894,689	6,057,071	20,401,151	(5,493,538)
Contingencies/Dept Reserves	6,785,900	10,133,061	6,522,633	7,198,567	675,934	7,874,499	675,932
TOTAL REQUIREMENTS	21,653,668	24,870,108	26,360,251	33,093,256	6,733,005	28,275,650	(4,817,606)
AUTHORIZED POSITIONS							
Salary Resolution	113.0	115.0	114.0	120.0	6.0	120.0	
Funded FTE	112.5	114.5	114.1	119.5	5.4	119.5	

Information Technology Administrative Services (1810P)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Intergovernmental Revenues		1,902,100					
Charges for Services	718,032	1,316,864	62,666	26,354	(36,312)	26,642	288
Interfund Revenue	12,122,199	6,742,360	20,522	126,494	105,972	131,121	4,627
Miscellaneous Revenue	5,130	721,996					
Total Revenue	12,845,361	10,683,321	83,188	152,848	69,660	157,763	4,915
Fund Balance		91,922					
TOTAL SOURCES	12,845,361	10,775,242	83,188	152,848	69,660	157,763	4,915
REQUIREMENTS							
Salaries and Benefits	1,592,378	2,385,611	2,659,403	3,538,815	879,412	3,655,394	116,579
Services and Supplies	306,225	1,450,584	1,380,427	4,951,649	3,571,222	4,968,700	17,051
Other Charges	452,904	615,461	627,555	914,212	286,657	944,842	30,630
Other Financing Uses		46,126	46,955	65,339	18,384	68,273	2,934
Gross Appropriations	2,351,506	4,497,782	4,714,340	9,470,015	4,755,675	9,637,209	167,194
Intrafund Transfers	(24,482,938)	(41,789,130)	(5,217,050)	(9,317,167)	(4,100,117)	(9,479,446)	(162,279)
Net Appropriations	(22,131,432)	(37,291,348)	(502,710)	152,848	655,558	157,763	4,915
Contingencies/Dept Reserves	91,922						
TOTAL REQUIREMENTS	(22,039,510)	(37,291,348)	(502,710)	152,848	655,558	157,763	4,915
NET COUNTY COST	(34,884,871)	(48,066,590)	(585,898)		585,898		
AUTHORIZED POSITIONS							
Salary Resolution	15.0	15.0	15.0	17.0	2.0	17.0	
Funded FTE	15.0	15.0	15.0	17.0	2.0	17.0	

Information and Technology Availability (1830P) General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	161,047	182,199	170,000	170,000		170,000	
Charges for Services	2,453,897	1,282,730	947,567	650,308	(297,259)	652,734	2,426
Interfund Revenue	1,342,699	1,634,761	4,638,207	3,053,668	(1,584,539)	3,185,557	131,889
Miscellaneous Revenue	13,307	14,076					
Total Revenue	3,970,950	3,113,766	5,755,774	3,873,976	(1,881,798)	4,008,291	134,315
Fund Balance	3,718,865	1,658,768	3,107,368	3,722,368	615,000	4,287,368	565,000
TOTAL SOURCES	7,689,815	4,772,534	8,863,142	7,596,344	(1,266,798)	8,295,659	699,315
REQUIREMENTS							
Salaries and Benefits	11,579,085	7,805,553	8,726,764	7,581,882	(1,144,882)	7,780,157	198,275
Services and Supplies	17,207,048	9,933,593	10,967,694	9,460,400	(1,507,294)	9,539,184	78,784
Other Charges	821,122	761,968	811,157	2,025,054	1,213,897	2,137,109	112,055
Fixed Assets	1,125,429	212,277	25,000	25,000		25,000	
Other Financing Uses	285,804	436,123	440,670	444,673	4,003	446,165	1,492
Gross Appropriations	31,018,488	19,149,515	20,971,285	19,537,009	(1,434,276)	19,927,615	390,606
Intrafund Transfers	(10,624,943)	(6,283,753)	(15,595,886)	(16,228,033)	(632,147)	(16,484,324)	(256,291)
Net Appropriations	20,393,544	12,865,762	5,375,399	3,308,976	(2,066,423)	3,443,291	134,315
Contingencies/Dept Reserves	1,658,768	3,107,368	3,722,368	4,287,368	565,000	4,852,368	565,000
TOTAL REQUIREMENTS	22,052,312	15,973,130	9,097,767	7,596,344	(1,501,423)	8,295,659	699,315
NET COUNTY COST	14,362,498	11,200,596	234,625		(234,625)		
AUTHORIZED POSITIONS							
Salary Resolution	49.0	49.0	49.0	37.0	(12.0)	37.0	
Funded FTE	48.5	48.5	48.5	37.0	(11.5)	37.0	

Client Services (1840P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Charges for Services			439,100	1,190,727	751,627	1,188,213	(2,514)
Interfund Revenue			969,889	8,327,980	7,358,091	7,722,816	(605,164)
Miscellaneous Revenue		26,918					
Total Revenue		26,918	1,408,989	9,518,707	8,109,718	8,911,029	(607,678)
Fund Balance	1,118,492	4,128,610	7,025,693	2,800,267	(4,225,426)	2,911,199	110,932
TOTAL SOURCES	1,118,492	4,155,528	8,434,682	12,318,974	3,884,292	11,822,228	(496,746)
REQUIREMENTS							
Salaries and Benefits	5,751,120	7,602,063	8,393,272	12,908,629	4,515,357	13,273,554	364,925
Services and Supplies	9,895,431	10,244,745	12,591,270	20,553,486	7,962,216	18,742,217	(1,811,269)
Other Charges	90,960	204,237	89,827	313,615	223,788	168,449	(145,166)
Fixed Assets	11,385	291,745					
Other Financing Uses		24,703	24,354	21,596	(2,758)	21,953	357
Gross Appropriations	15,748,895	18,367,494	21,098,723	33,797,326	12,698,603	32,206,173	(1,591,153)
Intrafund Transfers	(1,058,332)	(285,358)	(15,113,033)	(24,389,551)	(9,276,518)	(23,406,076)	983,475
Net Appropriations	14,690,563	18,082,137	5,985,690	9,407,775	3,422,085	8,800,097	(607,678)
Contingencies/Dept Reserves	4,128,610	7,025,693	2,800,265	2,911,199	110,934	3,022,131	110,932
TOTAL REQUIREMENTS	18,819,173	25,107,830	8,785,955	12,318,974	3,533,019	11,822,228	(496,746)
NET COUNTY COST	17,700,681	20,952,302	351,273		(351,273)		
AUTHORIZED POSITIONS							
Salary Resolution	49.0	51.0	50.0	66.0	16.0	66.0	
Funded FTE	49.0	51.0	50.6	65.5	14.9	65.5	

Information Technology Innovation (1844P)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes		629,993	6,155,008	9,288,412	3,133,404	8,000,000	(1,288,412)
Intergovernmental Revenues		3,513,004	1,459,900	2,964,278	1,504,378		(2,964,278)
Charges for Services		117,207	1,364,331	772,400	(591,931)		(772,400)
Total Revenue		4,260,204	8,979,239	13,025,090	4,045,851	8,000,000	(5,025,090)
Fund Balance		906,600					
TOTAL SOURCES		5,166,804	8,979,239	13,025,090	4,045,851	8,000,000	(5,025,090)
REQUIREMENTS							
Salaries and Benefits		657,798	1,568,583		(1,568,583)		
Services and Supplies	1,915,092	18,080,012	28,342,254	30,053,343	1,711,089	9,404,199	(20,649,144)
Other Charges		25,519	1,166,504		(1,166,504)		
Fixed Assets		2,314,877	9,230,875	3,458,608	(5,772,267)	2,500,000	(958,608)
Other Financing Uses		2,290	3,496		(3,496)		
Gross Appropriations	1,915,092	21,080,496	40,311,712	33,511,951	(6,799,761)	11,904,199	(21,607,752)
Intrafund Transfers			(31,332,473)	(20,486,861)	10,845,612	(3,904,199)	16,582,662
Net Appropriations	1,915,092	21,080,496	8,979,239	13,025,090	4,045,851	8,000,000	(5,025,090)
Contingencies/Dept Reserves	906,600						
TOTAL REQUIREMENTS	2,821,692	21,080,496	8,979,239	13,025,090	4,045,851	8,000,000	(5,025,090)
NET COUNTY COST	2,821,692	15,913,692					

Grand Jury (1920B)
General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
REQUIREMENTS							
Salaries and Benefits	49,847	58,637	57,569	63,067	5,498	65,209	2,142
Services and Supplies	519,148	434,450	496,524	48,922	(447,602)	48,922	
Other Charges	673	539	600	600		600	
TOTAL REQUIREMENTS	569,668	493,626	554,693	112,589	(442,104)	114,731	2,142
NET COUNTY COST	569,668	493,626	554,693	112,589	(442,104)	114,731	2,142

Non-Departmental Services (8000B)

General Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Taxes	412,377,379	477,851,650	413,799,457	466,943,819	53,144,362	467,840,419	896,600
Licenses, Permits and Franchises	394,645	416,193	394,645	436,337	41,692	436,337	
Fines, Forfeitures and Penalties	178,031	212,806					
Use of Money and Property	5,914,040	8,223,321	5,769,111	6,915,014	1,145,903	6,983,783	68,769
Intergovernmental Revenues	15,691,319	4,670,798	3,027,622	1,811,499	(1,216,123)	1,824,226	12,727
Charges for Services	2,091,222	630,085	672,404	727,713	55,309	727,713	
Interfund Revenue	8,449,388	4,421,123	4,724,490	4,360,023	(364,467)	4,360,023	
Miscellaneous Revenue	1,289,648	3,206,481	136,993	237,009	100,016	236,937	(72)
Other Financing Sources	23,308	115,241,162					
Total Revenue	446,408,979	614,873,618	428,524,722	481,431,414	52,906,692	482,409,438	978,024
Fund Balance	218,732,327	261,123,363	312,620,785	320,393,873	7,773,088	264,628,190	(55,765,683)
TOTAL SOURCES	665,141,306	875,996,981	741,145,507	801,825,287	60,679,780	747,037,628	(54,787,659)
REQUIREMENTS							
Salaries and Benefits	3,614,207	54,779,440	13,950,000	23,843,000	9,893,000	23,843,000	
Services and Supplies	19,587,773	44,179,482	61,539,089	54,340,003	(7,199,086)	35,852,861	(18,487,142)
Other Charges	5,183,824	1,297,695	13,824,213	28,063,748	14,239,535	11,086,384	(16,977,364)
Fixed Assets			10,000,000		(10,000,000)		
Other Financing Uses	23,120,026	112,259,421	72,179,252	89,105,351	16,926,099	42,622,892	(46,482,459)
Gross Appropriations	51,505,830	212,516,038	171,492,554	195,352,102	23,859,548	113,405,137	(81,946,965)
Intrafund Transfers	(655,141)	(1,422,707)	(670,803)	(737,888)	(67,085)	(737,888)	
Net Appropriations	50,850,689	211,093,331	170,821,751	194,614,214	23,792,463	112,667,249	(81,946,965)
Contingencies/Dept Reserves	283,674,539	326,146,308	158,652,793	173,628,190	14,975,397	158,002,719	(15,625,471)
TOTAL REQUIREMENTS	334,525,228	537,239,639	329,474,544	368,242,404	38,767,860	270,669,968	(97,572,436)
NET COUNTY COST	(330,616,078)	(338,757,342)	(411,670,963)	(433,582,883)	(21,911,920)	(476,367,660)	(42,784,777)

Debt Service Fund (8900B)

Debt Service Fund

FY 2015-16 and 2016-17 Budget Unit Summary

	Actual 2012-13	Actual 2013-14	Revised 2014-15	Recomm 2015-16	Change 2015-16	Recomm 2016-17	Change 2016-17
SOURCES							
Use of Money and Property	101,320	90,501					
Interfund Revenue	12,350,676						
Miscellaneous Revenue	102,209	327,384					
Other Financing Sources	18,367,412	30,710,550	30,226,644	30,612,604	385,960	56,497,038	25,884,434
Total Revenue	30,921,618	31,128,436	30,226,644	30,612,604	385,960	56,497,038	25,884,434
Fund Balance	16,947,942	17,479,255	18,294,593	19,008,008	713,415	19,603,919	595,911
TOTAL SOURCES	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345
REQUIREMENTS							
Other Charges	30,390,304	30,313,097	29,869,675	30,016,693	147,018	55,874,337	25,857,644
Net Appropriations	30,390,304	30,313,097	29,869,675	30,016,693	147,018	55,874,337	25,857,644
Non-General Fund Reserves	17,479,255	18,294,594	18,651,562	19,603,919	952,357	20,226,620	622,701
TOTAL REQUIREMENTS	47,869,559	48,607,691	48,521,237	49,620,612	1,099,375	76,100,957	26,480,345



GLOSSARY OF BUDGET TERMS

COUNTY OF SAN MATEO FY 2015-16 / FY 2016-17

RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and
Program Summaries

Glossary of Budget Terms



SAN MATEO COUNTY MISSION

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



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.

ACA -- Affordable Care Act.

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.

ACE – Access and Care for Everyone; a County-sponsored program administered by the Health Plan of San Mateo that provides health care coverage to low-income adult residents of San Mateo County who meet eligibility requirements.

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.

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 four-fifths vote approval from the Board of Supervisors.

Criminal Justice Realignment – Enacted via the Budget Act of 2011 and various budget trailer bills, this legislation realigns the responsibility for managing and supervising non-serious, non-violent, and non-sexual felony offenders from the state to county governments.

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.

Economic Urgency Assistance Program – A regional collaboration with Santa Clara County and the Silicon Valley Community Foundation to respond to urgent economic needs. Focusing on food, shelter, healthcare and employment, this safety net program was initiated by the Board of Supervisors to provide one-time grants to community-based organizations and nonprofits.

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 “color 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 San Mateo County, the fiscal year runs July 1 through the following June 30. During the fiscal year, revenues are realized, obligations are incurred, encumbrances are made and appropriations are expended.

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

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

FTE Equivalent

2 - Full-time positions (40 hours a week) =2.0

2 - Part-time position (20 hours a week) =1.0

1 - Part-time position (32 hours a week) = .8 (32/40 =.8)

TOTAL: 3.8

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

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

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

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

GASB 45 – An accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) post-employment benefits (or OPEB). San Mateo County's reportable OPEB includes post-employment medical, dental and vision benefits that are not associated with the County's pension plan. Government employers required to comply with GASB 45 include all states, counties, towns, education boards, water districts, mosquito districts, public schools and all other government entities that offer OPEB and report under the Government Accounting Standards Board.

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.

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.

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.

JPA (Joint Powers Authority) – A Joint Powers Authority is an entity whereby two or more public authorities (for example a city or county government, or utility or transport districts) can operate collectively.

Key Performance 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.

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

Measure A Half Cent Sales Tax - In November 2012, San Mateo County voters approved a 1/2 cent sales tax that took effect on April 1, 2013 and will sunset on March 31, 2023.

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.

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

Program Outcome Statement – The purpose or mission of a specific program, it is a clear simple statement of what the program does, to / for whom, and toward what outcome.

Program Results – A one-page summary that includes budget and performance information for each program or service that is proposed to be funded or unfunded in the County Budget.

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.

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 Human Resources. 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 2025 – 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 2025 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

TARP - Troubled Asset Relief Program

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

WIB – Workforce Investment Board