RECOMMENDED BUDGET







COUNTY OF SAN MATEO

FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET







BOARD OF SUPERVISORS

DAVE PINE, 1ST DISTRICT
CAROLE GROOM, 2ND DISTRICT
DON HORSLEY, 3RD DISTRICT
WARREN SLOCUM, 4TH DISTRICT
DAVID J. CANEPA, 5TH DISTRICT

RECOMMENDED BY:
MICHAEL P. CALLAGY, COUNTY MANAGER

COUNTY OF SAN MATEO
FY 2021-22 / FY 2022-23

ACKNOWLEDGEMENTS

The County Manager's Office would like to thank the many individuals who provide the necessary information, inspiration, and expertise to produce the Recommended Budget.

The dedication of our public servants across all departments, with the support of our community-based partners, made the production of the Recommended Budget possible.

The Board of Supervisors' leadership and commitment to effective and compassionate governance bolsters the County's current and future fiscal stability and upholds our Shared Vision 2025 commitment to a healthy, safe, prosperous, livable, collaborative, and environmentally conscious community.

RECOMMENDED BY:

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COUNTY MANAGER

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DEPUTY COUNTY MANAGER

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FISCAL OFFICER COMMITTEE

CARTWRIGHT DESIGN STUDIO

MARSHALL WILSON

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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County of San Mateo

California

For the Biennium Beginning

July 1, 2019



Executive Director

FISCAL YEAR 2021-23 RECOMMENDED BUDGET

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COUNTY MANAGER'S BUDGET MESSAGE
FISCAL YEARS 2021-2023

Yesterday is not ours to recover, but tomorrow is ours to win.
-Lyndon B. Johnson



Honorable members of the Board of Supervisors,

It is my pleasure to submit to you the Recommended Budget for the 2021-23 fiscal years.

This Recommended Budget proposes spending $6.3 billion over the next two years to address critical needs in the wake of the COVID-19 pandemic, continue to provide the highest-quality services to our residents, build for the future, look to a brighter tomorrow, invest in a stronger and more resilient community, and endeavor to leave no one behind.

This budget reflects funding and expenditures for our ongoing efforts against COVID-19, including the administration of vaccines, prevention and mitigation measures, and recovery programs to help our residents, small businesses, and community organizations build for our "new normal" post COVID-19. The budget also reflects the acquisition of hotels and the building of a navigation center to house those experiencing homelessness and includes significant continued spending on the County's capital program, including the San Mateo Medical Center, County Office Building 3, Pescadero Fire Station 59, Tower Road Fire Station 17 replacements, and Memorial Park Facility Improvements. And, as we emerge from the pandemic, this budget strategically takes a conservative approach that reflects the need for restraint and caution, even as we make investments to build a stronger foundation for recovery.

Accelerating Progress in Overcoming COVID-19

As vaccines became increasingly available over winter and spring of this year, we built upon the success of our mass testing sites to create weekly mass vaccination drive-thru clinics at the San Mateo County Event Center. As of this writing, these drive-thru clinics along with focused community clinics in low Healthy Place Index-areas have allowed us to vaccinate over 80 percent of the County's eligible population.

The progress to-date against COVID-19 would have been hard to imagine even at the beginning of 2021. At the beginning of our vaccination program, the Board put an emphasis on making sure no one was left behind and there was equal access in our most vulnerable neighborhoods. Our vaccination rate for Health Equity Quartile Communities is over 64 percent. Our COVID-19 case rates and hospitalizations continue to decline, thanks to the tireless work of healthcare professionals, the strong leadership of policymakers, and the cooperation of the community. In mid-May, San Mateo County was one of the first large counties to move into the State's least restrictive yellow tier based on sustaining low adjusted case rates for two weeks prior.

By the time this Recommended Budget is approved in June, vaccination rates will likely have plateaued, reflecting in part the tremendous progress and strong vaccination rates we have achieved as a county. Our work to vaccinate residents over the coming weeks and months will focus on equity and reaching all eligible residents, particularly those most vulnerable, through targeted outreach and education, and widespread availability of appointments.

Thanks to the decline in cases and progress in vaccinating eligible adults statewide, the State will allow businesses in all industries to reopen normal operations, using risk mitigation measures on June 15, 2021. In alignment with this State reopening, I have announced that we will also reopen remaining County services and office buildings on June 15 to provide more in-person services to residents. Each department head is evaluating their current staffing models and in-person services available to the public and others to determine what changes will need to be made to support the increase in public and internal access to our services. I anticipate that there will be a phased approach to returning staff to the office, and that telework will remain a part of staffing plans for many departments. Through this phased reopening, our goal is to have in-person services fully restored in the fall of 2021.

As we prepare for California's reopening and returning County employees to their offices on a more consistent basis beginning on June 15, we must utilize what we have learned from the past 15 months of remote work and virtual services in order to deliver better services to our residents and provide needed flexibility for our employees, particularly as many continue to grapple with additional family care responsibilities in the absence of full school and daycare restoration.

Reopening and Reimagining Our Work for a New Phase

As I write this budget message, I couldn't be prouder of our County Employees. Every County department rose to the challenge presented by the pandemic and responded with new ways to provide the essential services of County government, meet the needs of the public, protect employee health and safety, and provide excellent customer service. Some of the changes necessitated by the pandemic have had positive impacts for our employees. Remote work has allowed staff to better balance family responsibilities and reduce time spent commuting. New approval procedures have led to more efficiencies in processing documents. Zoom and Microsoft Teams meetings have allowed more people to participate in important discussions while saving time that would be spent traveling to and from physical meeting spaces. Innovation has moved ahead quickly during the pandemic out of necessity. While I expect that we will reinstate at least some of our prior practices going forward, I hope we can retain the strategies that work best and bring the same creativity and innovation to our work going forward.

Two years ago, I set the theme of "Create a Remarkable Experience" (C.A.R.E.) to guide our approach to providing services to our clients, residents, customers, partners, and employees. As I reflect on the immense challenges of the past year, including not only the pandemic but also devastating wildfires, outcries against racial injustice, and added family stressors due to school and childcare closures, I am extremely proud of the ways that County departments and employees have exemplified C.A.R.E. through their work. Measures such as video interviews by the District Attorney's Office, telehealth appointments at the Medical Center, video building inspections by our Planning and Building Department, and expanded online service by our Assessors/Recorders Office are among the many examples that enabled staff to provide better, more responsive service to our residents even in these challenging times.

The past year has also underscored the urgency of addressing systemic racial, socioeconomic, and other disparities in both our services to residents and in our internal practices as an organization. The theme of equity

established by Supervisor Warren Slocum at the beginning of 2020 and the work undertaken by staff across departments to begin to measure and analyze the impact of our services according to race/ethnicity, income, gender, disability, and other factors will provide a foundation for implementing policies and practices to address disparities as we move forward. The events of the past year have also highlighted the necessity of prioritizing employee wellness as we seek to establish a more responsive, healthy, and resilient workforce going forward.

To this end, we have made two key strategic hires recently. Shireen Malekafzali has been named the Chief Equity Officer and will lead the County's efforts to implement programs, policies, and practices to address institutional and structural inequities. Nicole Westercamp has been hired as Countywide Wellness Officer to address employee health and wellness throughout the organization to ensure that the investments we make in our most important asset—our workforce—are effective and impactful.

As we look forward to seeing more County employees in person soon, I also want to recognize the many County employees who worked onsite throughout the pandemic, including those frontline healthcare workers, maintenance and janitorial staff, and Emergency Operations Center staff whose work has been so critical to getting us through the past year.

Housing Our Residents

The COVID-19 pandemic, and the acute risks it poses to those currently or at risk of experiencing homelessness, quickly made it clear that we must act decisively to end homelessness within our community. New programs and significant funding from the State, as well as C.A.R.E.S. Act funds, provided the means to quickly get residents off of the streets and into homes, and accelerated the County's progress in housing the homeless. The necessity to house persons experiencing homelessness during the pandemic has accelerated the Board's desire and direction to get to functional zero homelessness. Homelessness has been one of the most persistent and complicated issues of our time. We are poised as a County to now make meaningful progress to end homelessness.

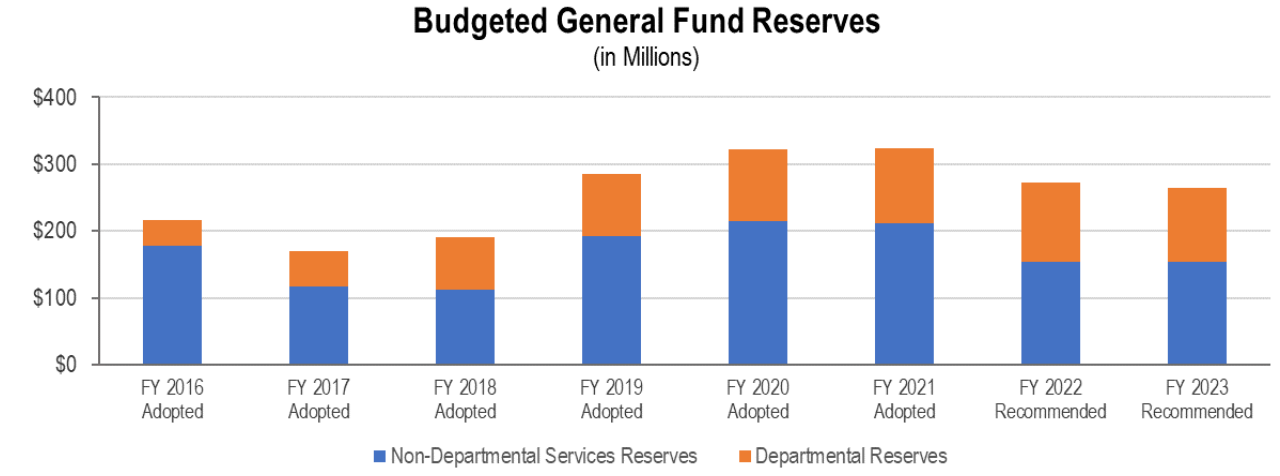
The greatness of a community is most accurately measured by the compassionate actions of its members.
-Coretta Scott King

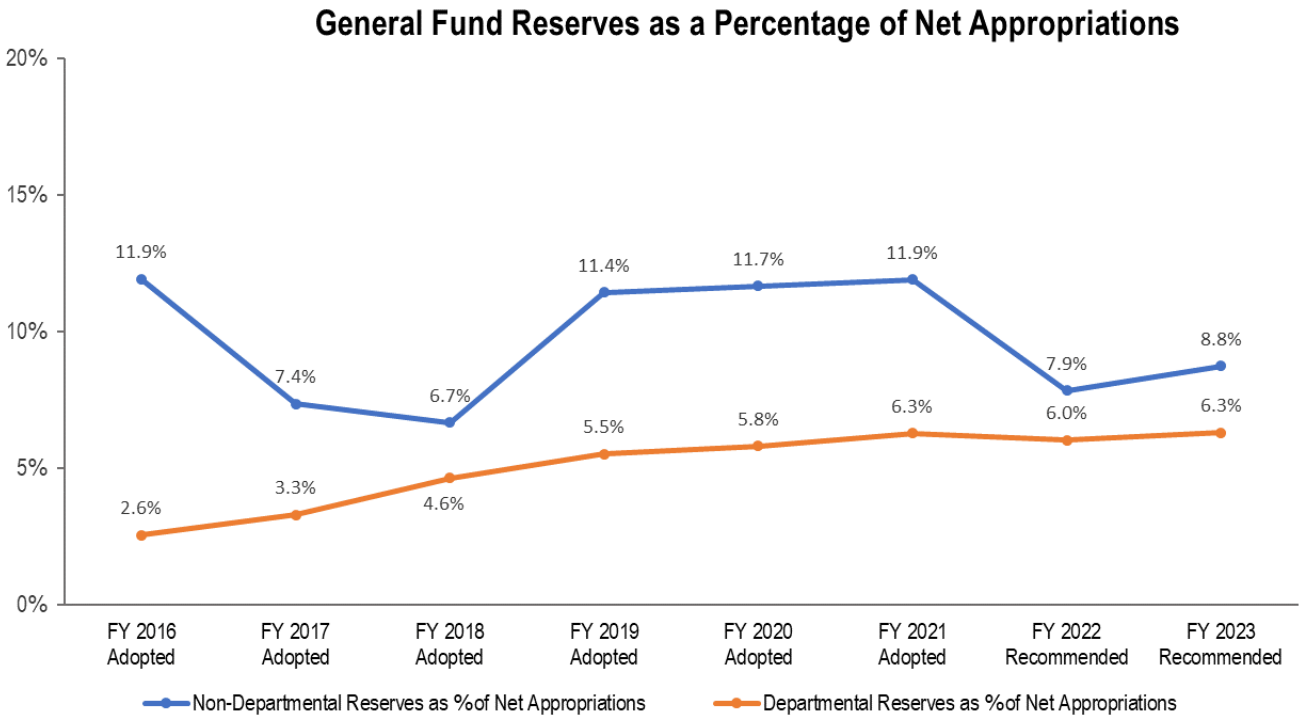
Thanks to the over $33.9 million that we secured in Project Homekey funding, the County acquired the former TownePlace Suites (now renamed Shores Landing) and the former Pacific Inn, both in Redwood City. Shores Landing will provide 93 extremely low-income senior households, including those who have been or are at risk of becoming homeless, with permanent affordable housing, along with wraparound services provided through partnerships with Mental Health Association and MidPen Housing. The Pacific Inn acquisition provides approximately 75 units of interim, service-enriched housing for people experiencing homelessness. The County also acquired the former Coastside Inn in Half Moon Bay utilizing $8 million in C.A.R.E.S. Act funds to provide approximately 50 units of interim housing with integrated services and intensive support for people experiencing homelessness. Additionally, the County has also acquired property in Belmont on behalf of Our Common Ground to provide transitional housing for up to 12 persons in recovery from substance abuse and provide services from Behavioral Health and Recovey Services (BHRS). Together, these acquisitions will help the County on a path toward functional zero homelessness. I am expecting to bring forth additional hotel purchases to the Board in the upcoming fiscal year as we aggressively pursue the humanitarian quest to have a bed for every person experiencing homelessness.

The full costs of these acquisitions are included in this FY 2021-23 budget. As we leverage these acquisitions to address homelessness, the County will also continue to invest aggressively in building the supply of affordable housing to prevent residents from falling into homelessness, and to ensure there is a wide range of affordable homes to meet the diverse housing needs of our communities.

FY 2021-23 Budget Highlights

The total Recommended Budgets (All Funds) are $3.3 billion for FY 2021-22 and $3 billion for FY 2022-23. The Recommended Budgets for the General Fund are $2.2 billion in FY 2021-22 and $2 billion in FY 2022-23. The budgets maintain General Fund Reserves and Contingencies above 10 percent, as required by Board policy. Combined General Fund Reserves (including Departmental and Non-Departmental Reserves) are at 13.9 percent for FY 2021-22 and 15.1 percent for FY 2022-23.



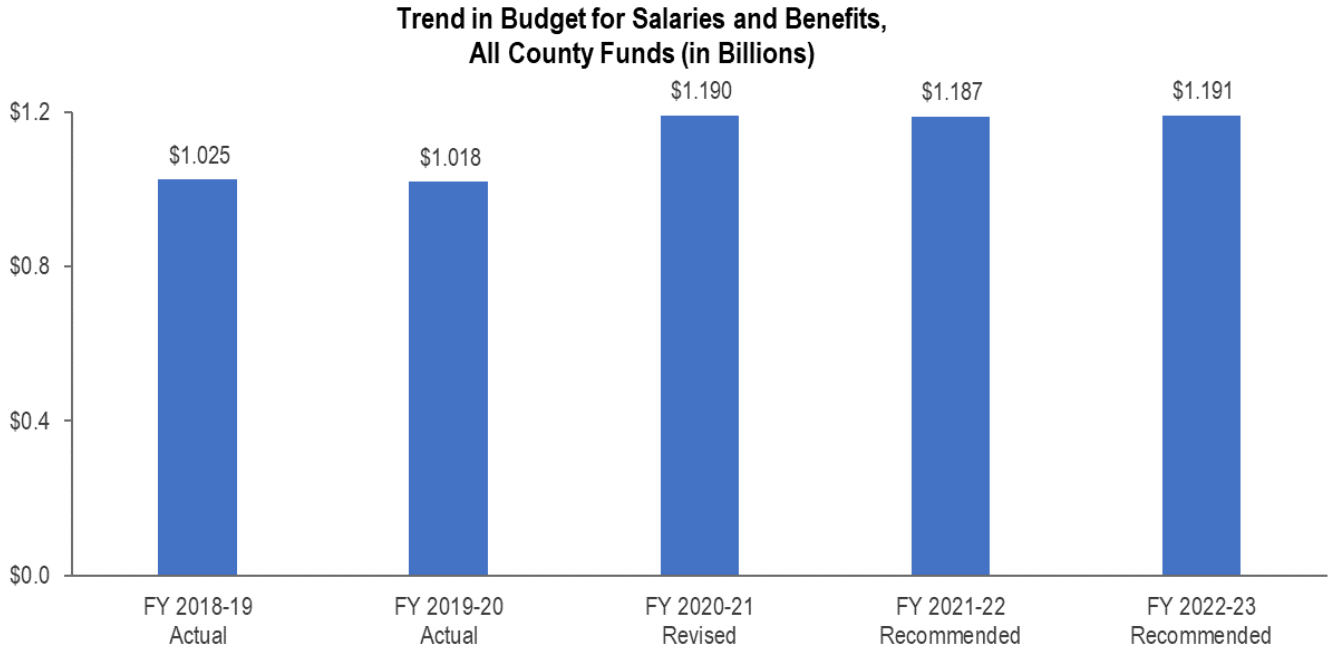


This budget includes FEMA and C.A.R.E.S. Act funds anticipated to be received in FY 2021-23. Funds from the American Rescue Plan are not currently budgeted and are expected to be added through September Revisions.

While overall, the revenue impacts to County finances were not as bad as anticipated, there has been a significant decline in Transient Occupancy Tax due to the drop off in travel and hotel stays, and in sales tax within SFO Airport and the unincorporated county. Though there is still much uncertainty in the fiscal outlook that requires continued caution and restraint, we are emerging from the pandemic in a stable condition. The health of the County budget will depend in large part how the economy recovers from the unprecedented impacts of this worldwide pandemic.

Thanks to good stewardship and prudent measures by the Department and the Board of Supervisors, County Health is now in a much stronger position with regard to its structural deficit—now down to $23 million in FY 2022-23 from an initial structural deficit of $57 million. County Health has budgeted one-time solutions of $7 million and will bring additional measures to address the remaining gap to the Board for consideration next year.

This budget recommends the net addition of 26 positions, primarily in Health Services, in FY 2021-22 for a total of 5,642 positions for all County funds. (For County and non-County funds combined, there is a net increase of 38 positions for a total of 5,858 positions.) There are no additional positions added in FY 2022-23. The hiring freeze instituted at the beginning of the pandemic allowed the County to avoid layoffs due to COVID-19. While uncertainty remains as we emerge from the pandemic, we need to be able to invest in a strong and resilient workforce through recruitments for key strategic and frontline positions as we get back to business. Therefore, I am recommending we end the hiring freeze effective July 1, 2021.



Several County bargaining units will enter into negotiations this year for new contracts. As a result, this budget does not include assumptions about any future negotiated salary increases.

Summary and Conclusion

I have great faith in our ability to not only conquer this pandemic but become stronger because of it. I have faith in our businesses to survive and our residents to support those businesses they love by shopping local. I continue to have great faith in our employees who have not only survived the pandemic, but stared it down and excelled through it, never wavering on their mission to service our community. I believe in the resiliency of San Mateo County; therefore the budget message I send to you today is one of a bright future for this County. Given the aid we are receiving from the federal and state governments, we will have much needed resources to address many of the financial and health impacts levied against our community by this pandemic. There is no history or guide to tell us how to move forward, but it is what we do one step at a time, to a new normal, a brighter future and a time when COVID-19 is a distant memory. We all long for that time to be now, but what we have learned about this pandemic is that it is a process. We are working toward the end, and we can now see the finish line in our near future.

We must now persevere by following the guidelines and one day soon we will be able to ditch the mask, shake hands, and convene together. That day is soon, but not today. The full depth and duration of the economic impacts of this health emergency remain unknown. The budget we present today will look very different in September when the federal money is allocated.

This crisis has forced us to be nimble, innovative, and daring. These are qualities this County will carry on into this two-year budget. We will address homelessness, mental health, recidivism rates, equity issues, broadband, sea level rise, fuel reduction and fire safety, and enhanced service to our community, and will continue our recovery from COVID-19. This County will see bright days in the future post-COVID-19, and I know we all look forward to those days. We will emerge from this crisis as a stronger community, knowing everyone did their part, with great sacrifices, to save lives. As a County we will be better prepared to serve the residents because of the collaborations and partnerships we forged in a time of crisis.

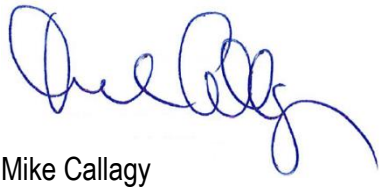
We continue our commitment to “Create a Remarkable Experience” (C.A.R.E.) for our clients, customers, residents, partners, and employees. It is with that spirit I greatly look forward to the advances we will make as a government and a community during this two-year budget cycle.

The production of this budget is a monumental task that would not be possible without the incredible work ethic of the County Manager’s Office staff. Not only did they have to prepare a two-year budget in the middle of a pandemic, they also went through the scrutiny of a bond rating, which resulted in the County maintaining a AAA rating. I want to thank our outstanding Chief Financial Officer, Robert Manchia, his staff, Heather Ledesma, Michael Bolander, Sophie Mintier, Michael Leach, Paniz Amirnasiri, Myles Tucker, Saba Bokharey, Ellie Dallman, John Ridener, Misty Hommerding, and Andrew Loke, who produced this budget book as well as other analyses throughout the year to help guide and inform decisions. I also want to thank Peggy Jensen, Iliana Rodriguez, Justin Mates, Connie Juarez-Diroll, Michelle Durand, Christa Bigue, Marshall Wilson, Eric Forgaard, and Shireen Malekafzali for their guidance in preparing this budget. My appreciation also goes to our outstanding support staff of Kim Hurst, Sukhmani Purewal, Sherry Golestan, Raquel Barradas, Fresia Limin, and Fallon Miller.

I would like to end this message by saying this Board of Supervisors has done an outstanding job in its response to this crisis and should be commended for its decisive actions and comprehensive response to the most critical situation this County has ever faced. The actions you took saved lives and promoted physical and financial health. We addressed this crisis the San Mateo County way—all hands in, everyone working together toward a common goal. This took the incredible cooperation of all of the elected officials in this county, all of the cities and towns, our

community-based organizations, and private industry. As the world around us changed overnight in San Mateo County, we came together stronger than ever before to serve those in need.

Sincerely,



Mike Callagy
County Manager
County of San Mateo

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COUNTY PROFILE







COUNTY OF SAN MATEO
FY 2021-22 / FY 2022-23

COUNTY OF SAN MATEO

SAN MATEO COUNTY

San Mateo County is one of nine counties that comprise the San Francisco Bay Area, one of the most dynamic and diverse regions in the United States.

Established in 1856, the county occupies 455 square miles and contains 20 cities on a peninsula bounded by the City and County of San Francisco to the north and Santa Clara and Santa Cruz counties to the south. San Francisco Bay and the Pacific Ocean form the east and west boundaries, respectively.

Along the Bay, the county is home to San Francisco International Airport with access to global markets and destinations and both large and small companies that are leaders in biotechnology, computer science, social media, health care and research. Just a few miles away the western part of the county offers a rural atmosphere and some of the California's most beautiful coastline.

HOW THE COUNTY WORKS

Counties in California perform a dual role that differs from cities.

Cities generally provide services such as police and fire protection, recreation programs, libraries, water, wastewater, planning, street repair and building inspection. California's nearly 500 cities are generally overseen by a part-time elected council.

Similarly, the County provides city-type services for residents who do not live within a city but live in the unincorporated area.

Additionally, counties are political and administrative subdivisions of the state and operate many of the state's programs for all residents. These include social services, public health protection, foster care, housing programs, alcohol and substance use disorder programs, adult protective services, child support services, birth and death records, elections and public safety, among many others.

The County is governed by a five-member full-time Board of Supervisors who are elected in nonpartisan contests to serve four-year terms.

The Board is responsible for passing ordinances, adopting the County's budget, and appointing a County Manager and numerous other positions. The County Manager appoints the non-elected directors of County departments.

In addition to the five Board members, voters also select six countywide elected officials: the Assessor-County Clerk-Recorder-Chief Elections Officer, Controller, Coroner, District Attorney, Sheriff and Treasurer-Tax Collector. The County Chief Probation Officer is appointed by the judiciary.



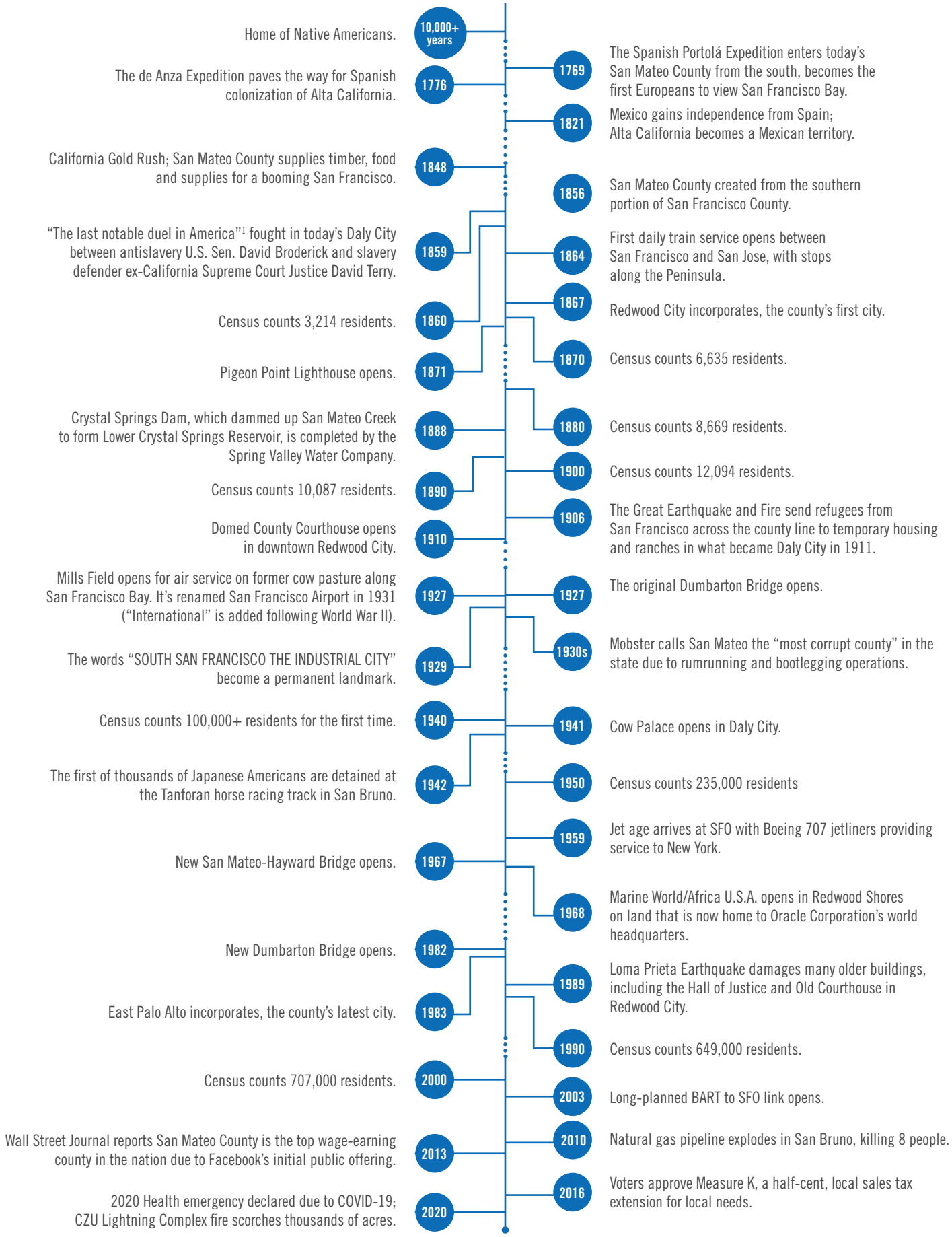
OUR MISSION

The County of San Mateo 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.

HISTORY


10,000+ years
Home of Native Americans.
1769
The Spanish Portolá Expedition enters today's San Mateo County from the south, becomes the first Europeans to view San Francisco Bay.
1776
The de Anza Expedition paves the way for Spanish colonization of Alta California.
1821
Mexico gains independence from Spain; Alta California becomes a Mexican territory.
1848
California Gold Rush; San Mateo County supplies timber, food and supplies for a booming San Francisco.
1856
San Mateo County created from the southern portion of San Francisco County.
1859
"The last notable duel in America"[1] fought in today's Daly City between antislavery U.S. Sen. David Broderick and slavery defender ex-California Supreme Court Justice David Terry.
1864
First daily train service opens between San Francisco and San Jose, with stops along the Peninsula.
1867
Redwood City incorporates, the county's first city.
1860
Census counts 3,214 residents.
1870
Census counts 6,635 residents.
1871
Pigeon Point Lighthouse opens.
1880
Census counts 8,669 residents.
1888
Crystal Springs Dam, which dammed up San Mateo Creek to form Lower Crystal Springs Reservoir, is completed by the Spring Valley Water Company.
1900
Census counts 12,094 residents.
1890
Census counts 10,087 residents.
1906
The Great Earthquake and Fire send refugees from San Francisco across the county line to temporary housing and ranches in what became Daly City in 1911.
1910
Domed County Courthouse opens in downtown Redwood City.
1927
The original Dumbarton Bridge opens.
1927
Mills Field opens for air service on former cow pasture along San Francisco Bay. It's renamed San Francisco Airport in 1931 ("International" is added following World War II).
1930s
Mobster calls San Mateo the "most corrupt county" in the state due to rumrunning and bootlegging operations.
1929
The words "SOUTH SAN FRANCISCO THE INDUSTRIAL CITY" become a permanent landmark.
1940
Census counts 100,000+ residents for the first time.
1941
Cow Palace opens in Daly City.
1942
The first of thousands of Japanese Americans are detained at the Tanforan horse racing track in San Bruno.
1950
Census counts 235,000 residents
1959
Jet age arrives at SFO with Boeing 707 jetliners providing service to New York.
1967
New San Mateo-Hayward Bridge opens.
1968
Marine World/Africa U.S.A. opens in Redwood Shores on land that is now home to Oracle Corporation's world headquarters.
1982
New Dumbarton Bridge opens.
1989
Loma Prieta Earthquake damages many older buildings, including the Hall of Justice and Old Courthouse in Redwood City.
1983
East Palo Alto incorporates, the county's latest city.
1990
Census counts 649,000 residents.
2000
Census counts 707,000 residents.
2003
Long-planned BART to SFO link opens.
2010
Natural gas pipeline explodes in San Bruno, killing 8 people.
2013
Wall Street Journal reports San Mateo County is the top wage-earning county in the nation due to Facebook's initial public offering.
2016
Voters approve Measure K, a half-cent, local sales tax extension for local needs.
2020
2020 Health emergency declared due to COVID-19; CZU Lightning Complex fire scorches thousands of acres.

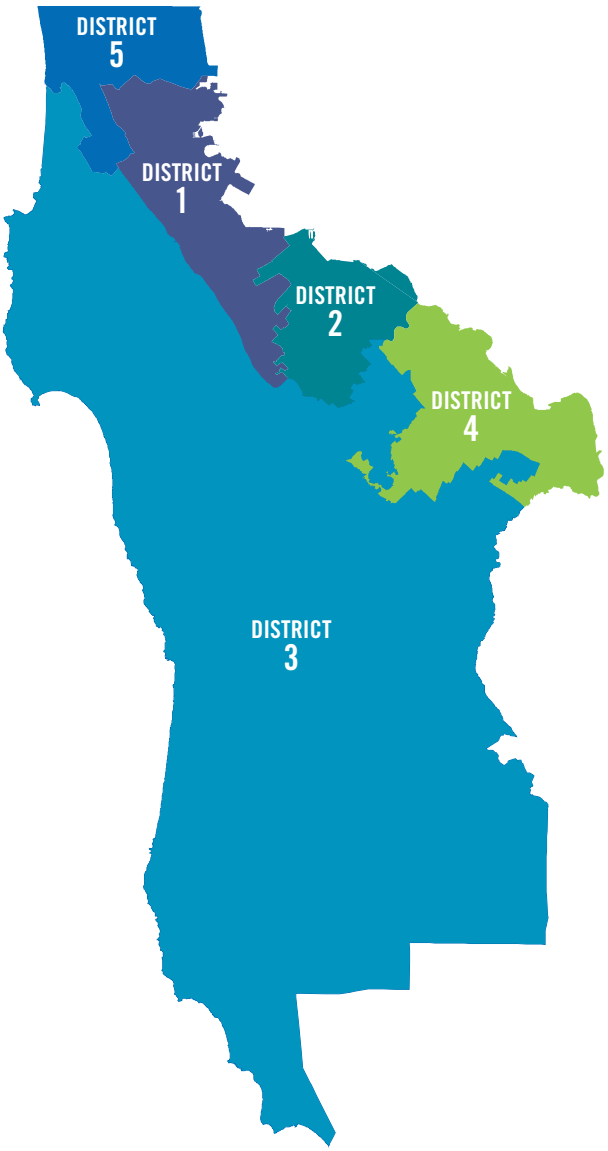
SAN MATEO COUNTY BOARD OF SUPERVISORS

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 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.



DAVID J. CANEPA, 5TH DISTRICT

Cities of 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.

POPULATION AND DEMOGRAPHICS

APRIL 19, 1856
Founded

455
Square Miles

20
Cities

766,573
Population (2021)[3]

BIRTH DECLINE RATE

The number of births continued a gradual decline in 2020, falling to 8,089 from 8,273 in 2019 and decade-high (2011-2020) of 9,067 in 2013.[3]

14TH MOST POPULOUS COUNTY

San Mateo County is the 14th most populous of California's 58 counties, between Ventura at 13 and San Joaquin at 15.[2]

25,027
Veterans[4]

6.1%
Persons in Poverty[5]



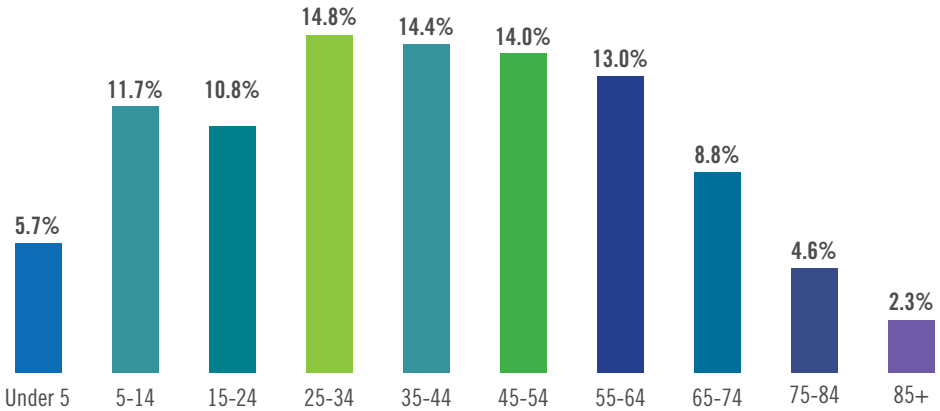


The county is home to 20 cities that range from densely populated urban centers to semi-rural towns. The largest city in terms of population, Daly City (106,677 residents), shares a border with the least populated city, Colma (1,302 residents).

766,573
San Mateo County Population[3]

7,168 Atherton	27,097 Belmont
4,697 Brisbane	30,576 Burlingame
1,302 Colma	106,677 Daly City
29,593 East Palo Alto	33,997 Foster City
13,834 Half Moon Bay	11,447 Hillsborough
34,138 Menlo Park	22,625 Millbrae
38,984 Pacifica	4,592 Portola Valley
85,784 Redwood City	43,083 San Bruno
30,154 San Carlos	104,333 San Mateo
67,408 South San Francisco	5,542 Woodside
64,542 Unincorporated	

AGE DISTRIBUTION[6]

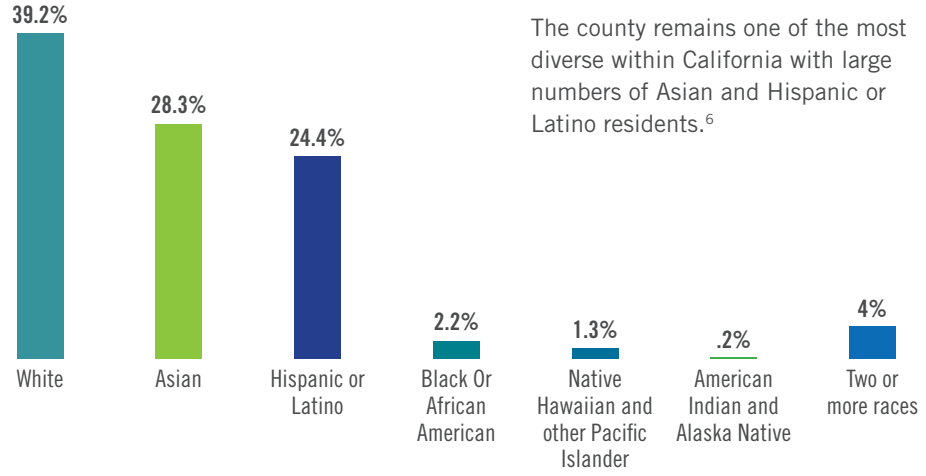


San Mateo County is one of the most diverse counties in California and the United States.[8]

45.7%
Persons age 5 and older speak a language other than English at home.

34.8%
of residents were born in another country.

DIVERSITY[7]



The county remains one of the most diverse within California with large numbers of Asian and Hispanic or Latino residents.[6]





EDUCATIONAL ATTAINMENT[9]

89.6%
Persons age 25 years and older High school graduate or higher

51.0%
Persons age 25 years and older Bachelor's degree or higher



BUSINESSES

21,528

Total Employer Establishments[14]

AGRICULTURE

$130,342,000

Gross Production Value 2019[15]

TAXABLE SALES

Taxable sales fell 5 percent to $18.8 billion for the year ending June 30, 2020.





TOP 10 PRINCIPAL EMPLOYERS[13]

1
Facebook Inc.
Social Network
15,407 Employees

2
Genentech, Inc.
Biotechnology
10,023 Employees

3
Oracle Corp.
Hardware and Software
7,656 Employees

4
County of San Mateo
Government
5,640 Employees

5
Gilead Sciences Inc.
Biotechnology
4,000 Employees

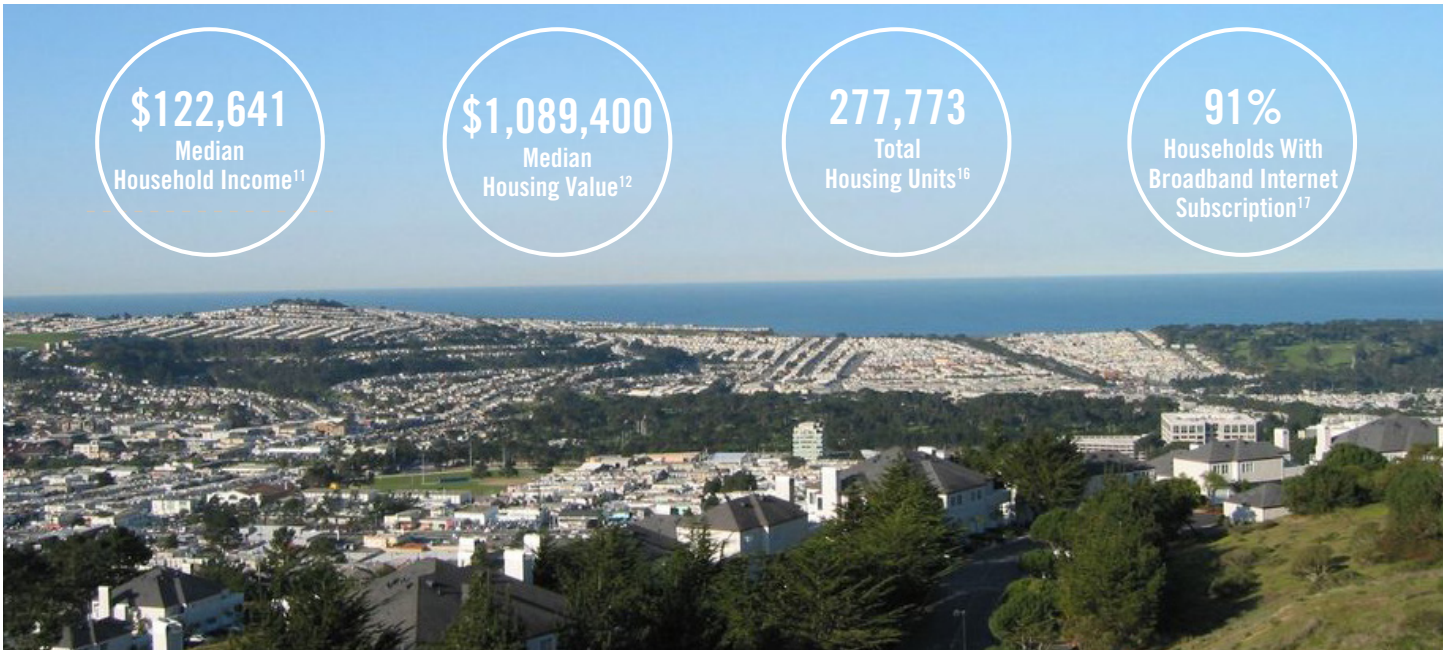
6
YouTube
Online Video-Streaming Platform
2,384 Employees

7
Sony Interactive Entertainment
Interactive Entertainment
1,650 Employees

8
Robert Half International Inc.
Personnel Services
1,642 Employees

9
Electronic Arts, Inc.
Interactive Entertainment
1,478 Employees

10
SRI International
Nonprofit Research Institute
1,418 Employees





Sources

1 "Famous American Duels" by Cyrus Townsend Brady, Munsey's Magazine, August 1905.
2 State of California, Department of Finance, E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2020 and 2021.
3 State of California, Department of Finance, E-6. Population Estimates and Components of Change by County, July 1, 2010-2020. Sacramento, California, December 2020.
4 2015-19 American Community Survey 5-Year Estimates
5 2015-19 American Community Survey 5-Year Estimates
6 2019 American Community Survey 5-Year Estimates
7 2019 American Community Survey 5-Year Estimates
8 U.S. Census Bureau, American Community Survey, 5-Year Estimates (2015-19)
9 U.S. Census 2019 QuickFacts
10 California Department of Education
11 2015-19 American Community Survey 5-Year Estimates
12 2015-19 American Community Survey 5-Year Estimates
13 San Francisco Business Times Book of Lists, San Mateo County Controller's Office
14 U.S. Census 2019 QuickFacts
15 2019 Agricultural Crop Report
16 2015-19 American Community Survey 5-Year Estimates
17 2015-19 American Community Survey 5-Year Estimates

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

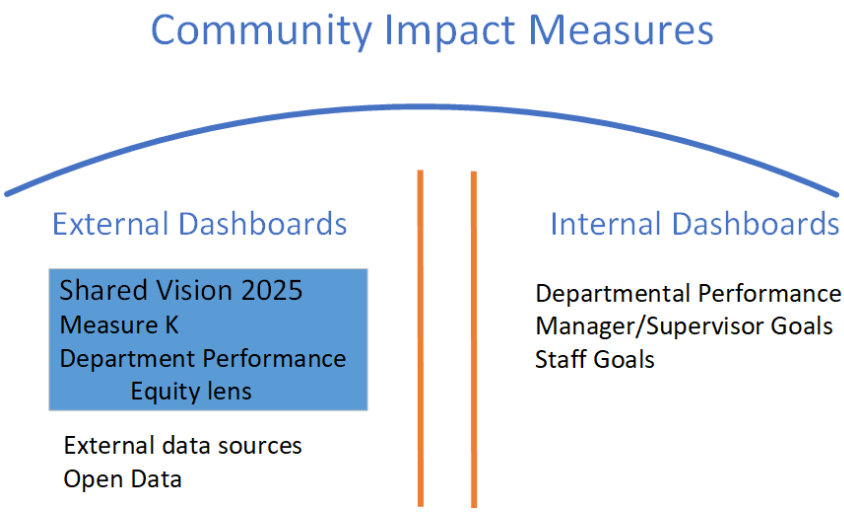
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

- 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. County departments continue to enhance 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.



Performance Dashboards: https://performance.smcgov.



Healthy and Safe Community

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

FY 2021-23 MAJOR INITIATIVES TO REDUCE CRIME

- Increase the percent of inmates working with In-Custody Case Managers
- Enhance the pretrial program by using a risk assessment tool to make release recommendations
- Enhance existing facilities programming for youth released from state correctional facilities through the Serious Offenders Achieving Readiness for Reentry (S.O.A.R.R.) Program
- Expand Unified Reentry (UR) eligibility to out-of-custody clients
- 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 supervisees
- Continue to use evidence-based assessment tool to supervise offenders according to risk level
- Track and measure client outcomes in ETO/Social Solutions to ensure continued reduction in recidivism
- Target prevention and early intervention strategies in high violent crime rate areas
- Use technology within the community to more quickly solve crimes
- Address the complex needs of commercially sexually exploited children
- Expand methods to attract more Resource Families in-county

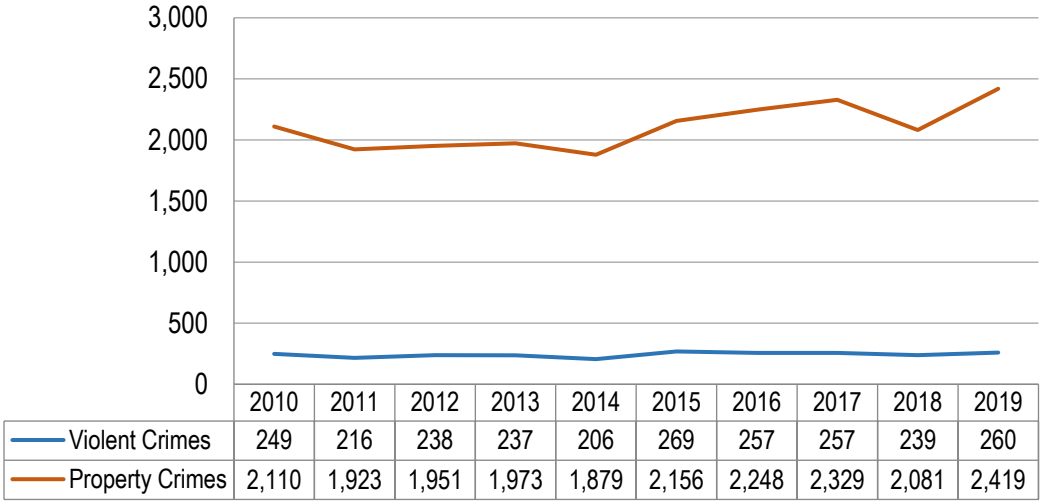
FY 2021-23 INITIATIVES TO INCREASE LIFE EXPECTANCY

- Further reach of evidence-based programs that have a long-term impact on life-expectancy and can address inequities by race/ethnicity, geography and other social determinants of health
- Enlist partners and support actions that address policy, systems, and environmental changes to modify the environment to make healthy choices practical and available to all community members
- Continue to respond to the pandemic with a focus on communities experiencing greatest exposure and bearing disproportionate health burdens
- Provide culturally responsive services to clients of our medical and behavioral health services
- In partnership with the Health Plan of San Mateo (HPSM), fully implement services to individuals with mile and moderate mental health conditions
- Provide high quality, coordinated, timely care to the patient population assigned to SMMC by HPSM and/or empaneled patients by care teams that deliver the right care, at the right time, and right place to avoid unnecessary ambulatory (primary and specialty care), emergency department visits, and acute admissions
- Enhance mental health support for youth and adults, including prevention and early intervention services

- Continue to expand access to Integrated Medication Treatment in SMMC inpatient and primary care, BHRS mental helth regional clinics, and Correctional Health Services
- Keep children and adults at home and out of institutions
- Rebuild Cordilleras for the 21st Century
- Increase coordination of healthcare for children and youth in foster care

HOW ARE WE DOING?

San Mateo County Violent and Property Crime Rates

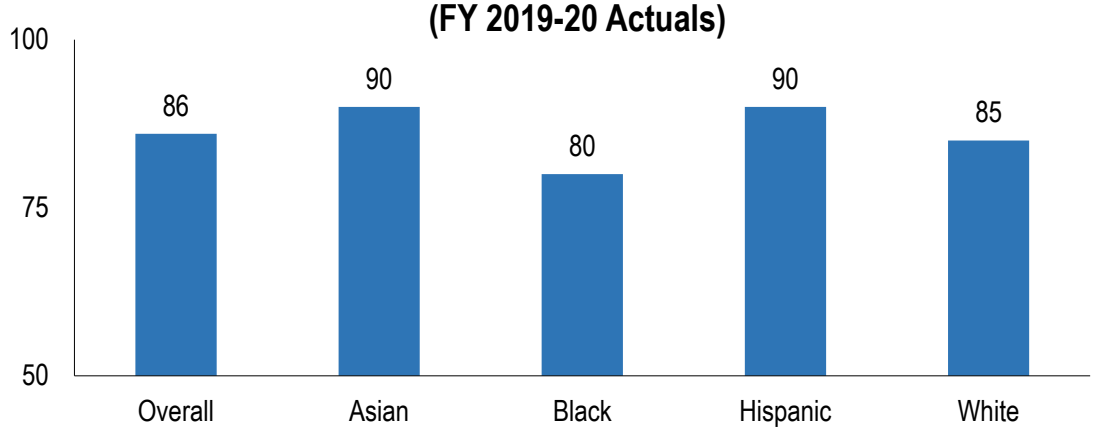


	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Violent Crimes	249	216	238	237	206	269	257	257	239	260
Property Crimes	2,110	1,923	1,951	1,973	1,879	2,156	2,248	2,329	2,081	2,419

**It is unknown what influences changes in crime numbers year to year, however, the county's figures are not substantially different from statewide figures. In 2019, the California Department of Justice reported 433 violent crimes and 2,290 property crimes, statewide.*

Source: Sheriff's Office

Life Expectancy by Race / Ethnicity for San Mateo County Residents (FY 2019-20 Actuals)



**The Overall value of 86 years is an increase from FY 2018-19's Actual Overall value of 83 years.*

Source: County Health



Prosperous Community

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

FY 2021-23 MAJOR INITIATIVES TO APPROVE AFFORDABILITY OF HOUSING AND BASIC NEEDS

- Address the housing needs of low-income residents who spend more than 30 percent 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
- Continue to support rapid rehousing programs
- Finance the development and preservation of affordable housing countywide through the Affordable Housing Fund
- Promote opportunities to support residents aging in place, such as home sharing
- Explore the impacts of living wage 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
- Assess and address needs for low-income residents 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- and moderate-income residents
- Continue to fund tenant assistance programs
- Prevent homelessness and achieve a functional zero level of homelessness
- 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
- Continue to assist homeless families with job training that leads to employment

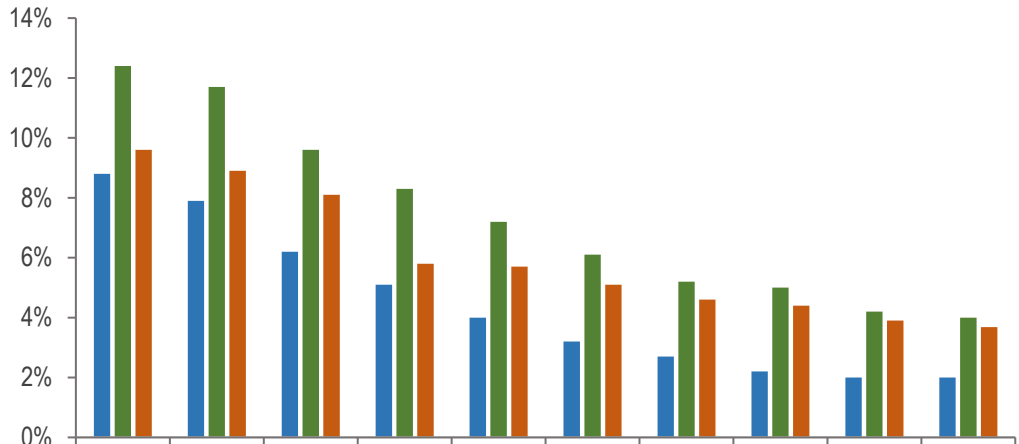
FY 2021-23 MAJOR INITIATIVES TO CLOSE EDUCATION ACHIEVEMENT GAPS

- 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
- Continue to assist homeless families with job training that leads to employment

HOW ARE WE DOING?

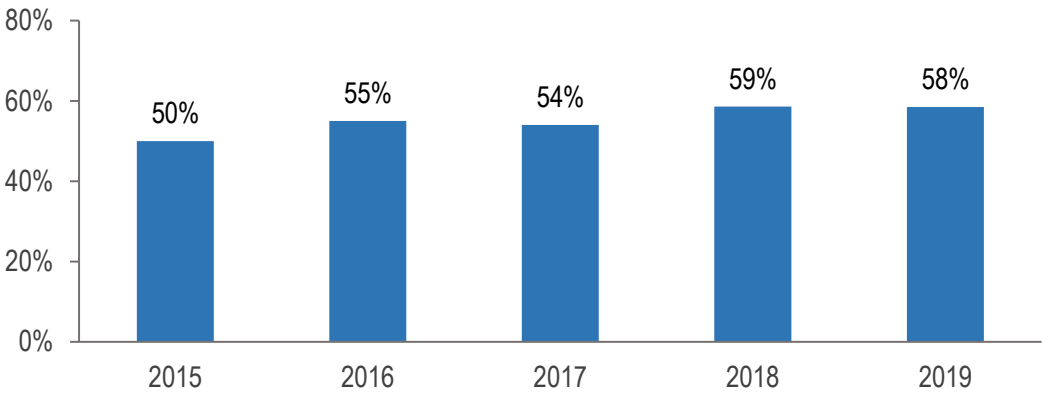
County Unemployment Rate Compared to State and National



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
San Mateo	8.8%	7.9%	6.2%	5.1%	4.0%	3.2%	2.7%	2.2%	2.0%	2.0%
California	12.4%	11.7%	9.6%	8.3%	7.2%	6.1%	5.2%	5.0%	4.2%	4.0%
U.S.	9.6%	8.9%	8.1%	5.8%	5.7%	5.1%	4.6%	4.4%	3.9%	3.7%

Source: California Employment Development Department

3rd Grade Reading Proficiency



Source: California Department of Education

Livable Community

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

FY 2021-23 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

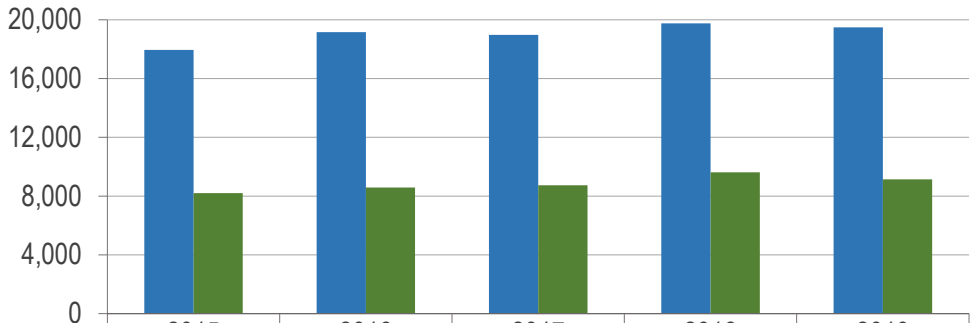
FY 2021-23 MAJOR INITIATIVES TO INCREASE COMMUNITY ENGAGEMENT

- Increase opportunities for citizen participation in community decisions
- Evaluate existing and alternative voting systems
- Expand programs focused on youth, health and environmental literacy
- Ensure parks programs and community engagement efforts are equitable for all residents
- Increase access to County parks
- Build and update library spaces that inspire exploration, creativity, and collaboration
- Increase digital equity by providing greater access to technology and skill building through library collections and programming
- Expand the library's impact in building foundational literacy skills and supporting social emotional growth
- Develop responsive library programs that support critical out of school hours and engage kids and teens



HOW ARE WE DOING?

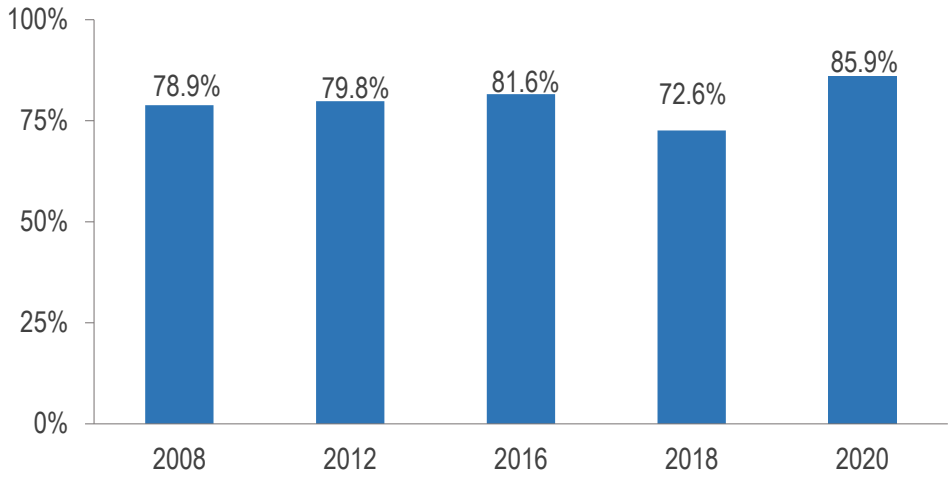
Caltrain Average Weekly Ridership - San Mateo County



	2015	2016	2017	2018	2019
All-Day Boardings	17,952	19,160	18,970	19,757	19,491
AM Peak Boardings	8,200	8,583	8,740	9,621	9,143

Source: Caltrain Annual Passenger Counts Key Findings 2009-2019

Percent of Eligible Voters Who Registered and Voted in General Election



Source: Assessor-County Clerk-Recorder-Elections

Environmentally Conscious Community

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

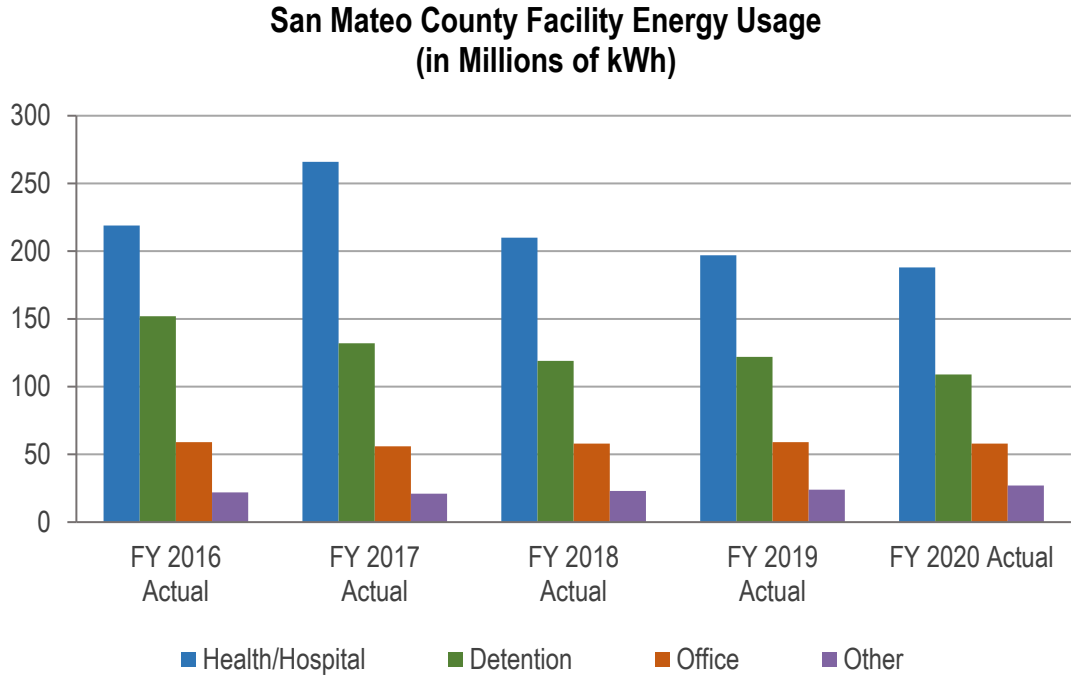
FY 2021-23 MAJOR INITIATIVES TO REDUCE GREENHOUSE GAS EMISSIONS

- 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, building relevant infrastructure, and promotion of car share for employees
- Implementation of the Strategic Energy Masterplan to increase Energy Efficiency at County-owned and operated facilities
- Integration of Renewable Energy on County facilities
- Explore the impacts of establishing a Community Choice Aggregation program
- Energy Program projects that increase Energy Efficiency and reduce GHG emissions, at County-owned and operated facilities

FY 2021-23 MAJOR INITIATIVES TO CONSERVE AND PROTECT NATURAL RESOURCES

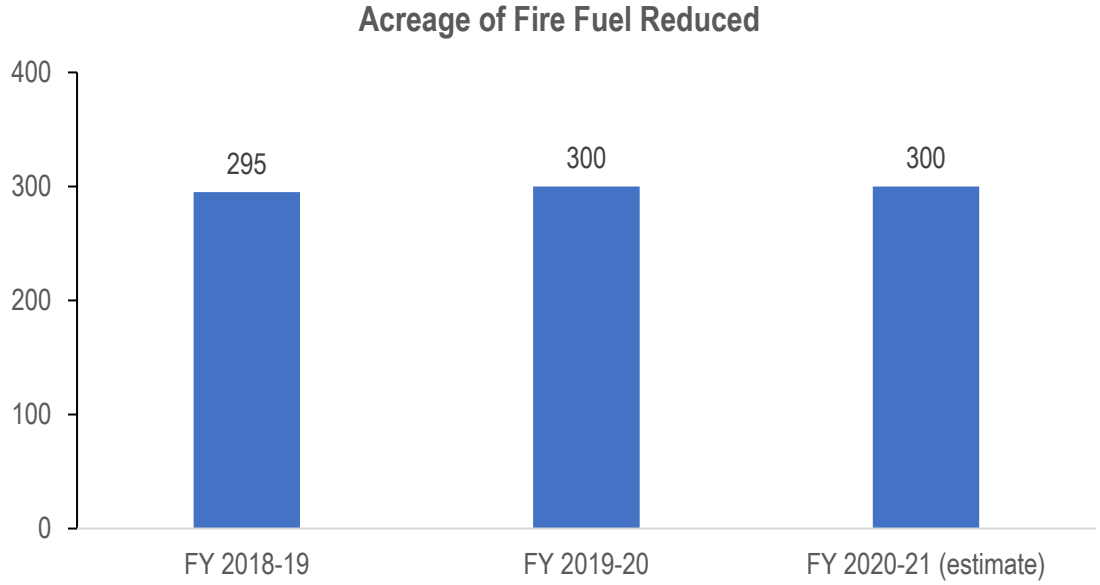
- Reduce water consumption in high use communities
- Collaboratively manage surface water and groundwater quantity and quality
- Ensure all areas of the county have long term access to adequate potable water supplies
- Improve air quality by reducing harmful emissions from wood smoke
- Conduct vegetation management and habitat restoration within County parks
- Comply with AB 939 solid waste disposal limits and minimize waste generated
- 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

HOW ARE WE DOING?



Source: Department of Public Works

** Reduced energy usage is a result of monitoring building heating, ventilation, and air conditioning controls and an investment of capital into the facilities' asset portfolio.*



Source: Parks Department

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

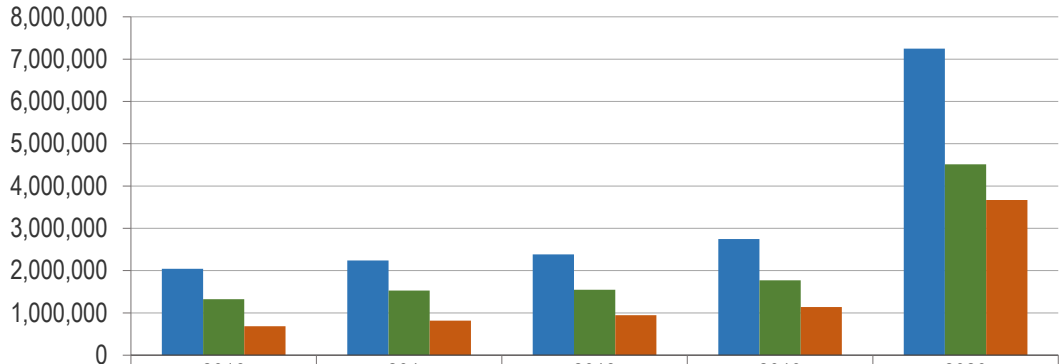
FY 2021-23 MAJOR INITIATIVES TO ACHIEVE AN OPEN, RESPONSIVE, AND EFFECTIVE GOVERNMENT

- 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
- Make more County services, data and information available online and expand automation
- Expand presence in social media and interactive media
- Continue existing Measure K initiatives that are making an impact in the community
- Continue modernization and maintenance of capital and technology infrastructure
- 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



HOW ARE WE DOING?

Number of Visits to San Mateo County Website

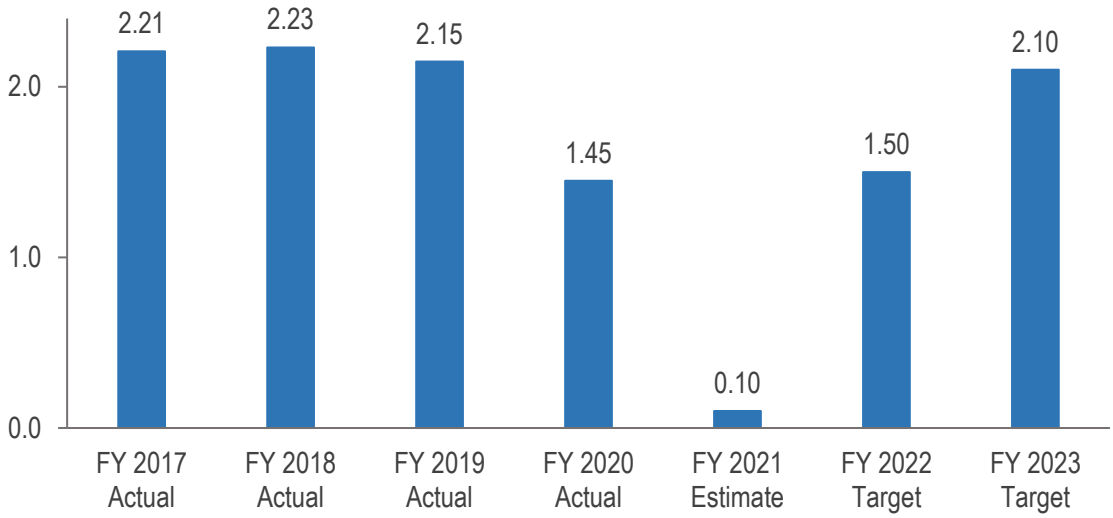


	2016	2017	2018	2019	2020
Total Visits	2,041,846	2,240,102	2,384,453	2,746,018	7,246,473
Unique Visits	1,323,491	1,526,405	1,547,509	1,768,984	4,513,103
Mobile Visits	684,785	817,883	946,425	1,136,884	3,670,782

** This increase is partially attributable to County businesses and residents seeking information on the evolving guidelines due to the COVID-19 pandemic. A portion of the increase is assumed to have resulted from County business and residents seeking to conduct business electronically while County offices provided limited in-person services.*

Source: Information Services Department

Number of Visits to San Mateo County Libraries (in Millions)



** Library visits in FY 2019-20 and FY 2020-21 were negatively impacted by the COVID-19 pandemic*

Source: San Mateo County Library Joint Powers Authority

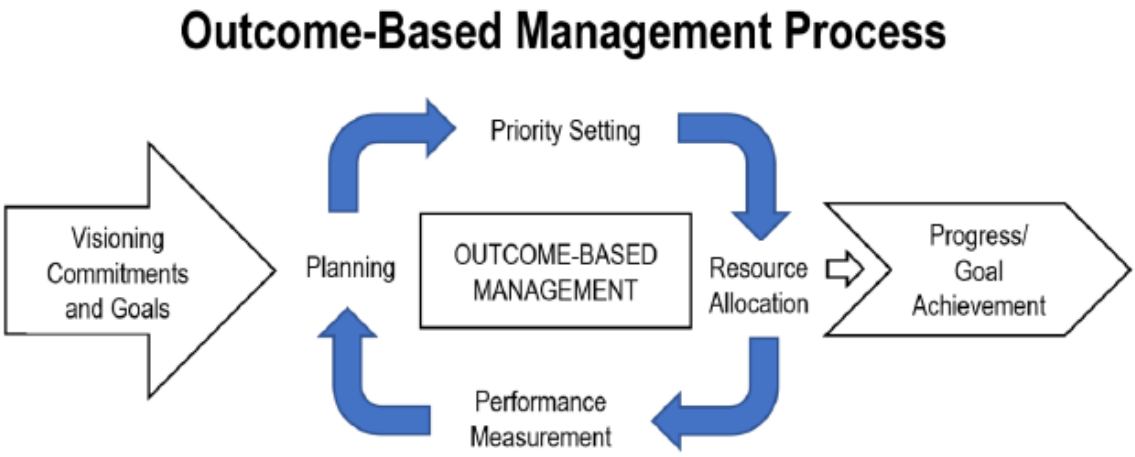
COUNTY BUDGET PROCESS

The County budget process is the primary means by which the County allocates fiscal and personnel resources for County programs and services. Using the community outcomes identified during the County Shared Vision 2025 process as the long-term strategic direction for County programs and services, resources are allocated toward those areas in order to build a healthy, safe, livable, prosperous, environmentally conscious, and sustainable community.

WHY DOES THE COUNTY DO A 2-YEAR BUDGET?

The fiscal year (FY) begins July 1 and ends June 30. Starting in the FY 2013-15 cycle, the County moved from implementing a 1-year budget to a 2-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 2021-22 Budget, the FY 2022-23 Budget was prepared in such a way that minimal revisions will be required next year. Preparing a 2-year budget allows County staff additional time to conduct in-depth program performance reviews in year two of the budget process. This is an important part of the Outcome-Based Management Process (OBM), which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall performance.

The budget process is iterative and ongoing as shown below. County departments continuously monitor operational and financial performance, plan for improvements given baselines and anticipated trends, and incorporate priorities for the following two fiscal years in their program plans and budgets. This budget book represents the "2-Year Recommended Budget" which is scheduled to be considered by the Board of Supervisors in June 2021 (year 1):



ANNUAL BUDGET CYCLE KICK-OFF

The budget cycle begins with a Board Budget Workshop at which the County Manager recommends priorities for the FY 2021-23 budget and Measure K allocation, and the Board of Supervisors sets its priorities for the budget and Measure K allocation plan. Based on priorities set forth by the Board of Supervisors and the County Manager, the County Manager's Office develops policy guidelines for formulating budgets, and budget targets.

RECOMMENDED BUDGET (JUNE)

The Recommended Budget is prepared and submitted by the County Manager to the Board of Supervisors in early June. The public can review the budget and speak before the Board of Supervisors during public hearings held in late June. After budget discussions, 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 due to fiscal year-end close activities and the adoption of the State Budget.

MID-CYCLE ADJUSTMENTS TO ADOPTED BUDGET

Any amendments or transfers of appropriations between object levels (e.g. salaries and benefits) within the same budget unit are authorized by the County Manager's Office, and those cancelling appropriations or transferring appropriations between budget units and/or funds must also be approved by the Board of Supervisors. Supplemental appropriations normally financed by unanticipated revenues, Reserves, or Contingencies during the year must also be approved by the Board of Supervisors. And adjustments that require Board approval are open to public input.

SEPTEMBER REVISIONS AND ADOPTED BUDGET HEARINGS (SEPTEMBER)

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 or evolving requirements are submitted to the Board of Supervisors for adopted budget hearings in September, during which public comment is solicited. Changes approved by the Board in September are included in the Adopted Budget which is published and submitted to the State by December 1st.

MID-YEAR FINANCIAL STATUS (JANUARY OR FEBRUARY)

A mid-year report to the Board of Supervisors is published by the County Manager's Office in January or February to give information regarding the financial status of all departments and funds, identify significant issues that could impact current and subsequent budgets, and make recommendations regarding actions to address estimated year-end shortfalls or moderate projected deficits. The Board of Supervisors provides direction regarding the development of the Recommended Budget, and the public is given an opportunity to provide comments.

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 to ensure the most accurate data is captured. Budgeted expenditures are enacted into law through the passage of an Appropriation Resolution. This resolution 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.

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

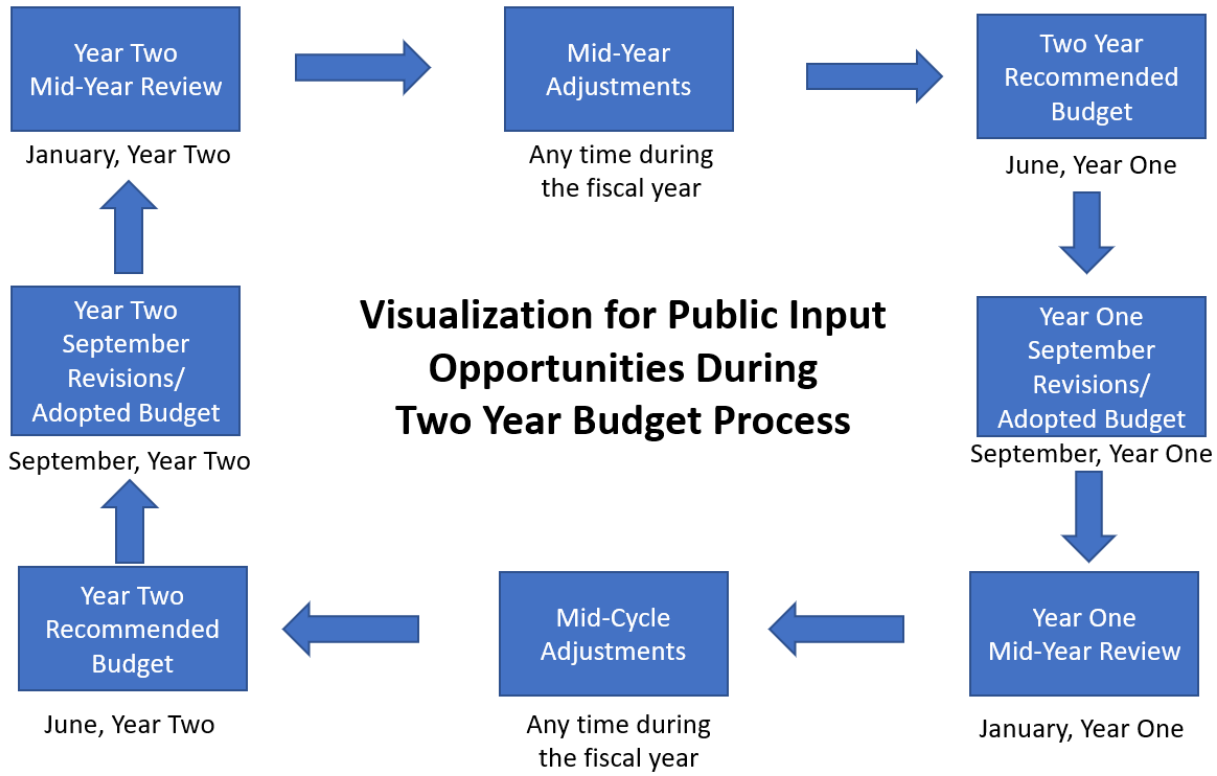
since they do not constitute expenditures or liabilities. Encumbrances are combined with expenditures for budgetary comparison purposes. Unencumbered appropriations lapse at year-end. Encumbered appropriations are carried forward in the ensuing year's budget.

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 generally accepted accounting principles (GAAP) in the United States. 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 at the end of this budget document for definitions of accrual, accrual accounting, and modified accrual.

Budget Calendar / Key Dates for Public Involvement



The following schedule is a list of the key dates (future dates subject to change) for the FY 2021-23 budget cycle.

2020	
FY 2021-23 Budget Kickoff with Departments	October 21, 2020
FY 2021-23 Budget Guidance Sent to Departments	November 15, 2020
2021	
FY 2021-23 Recommended Budget Input Instructions Sent to Departments	January 19, 2021
FY 2021-23 Recommended Budget Initial Department Budget Meetings	March 8-12, 2021
FY 2021-23 Recommended Budget Department Budget Deliverables Due	April 5, 2021
FY 2021-23 Recommended Budget Follow-Up Department Budget Meetings	April 19-30, 2021
Draft FY 2021-23 Recommended Budget Hearing Materials Provided to Board of Supervisors	May 28, 2021
FY 2021-23 Recommended Budget Hearings (Open to Public Comment)	**June 21-23, 2021**
Final Year-End FY 2020-21 Fund Balance Inputs Due from Departments	August 10, 2021
FY 2021-22 Adopted Budget Revisions Due from Departments	August 16, 2021

Draft FY 2021-22 Adopted Budget Hearing Materials Provided to Board of Supervisors	September 6, 2021
FY 2021-22 Adopted Budget Hearing (Open to Public Comment)	**September 21, 2021**
FY 2022-23 Budget Kickoff/FY 2021-22 Mid-Year Financial Guidance Sent to Departments	November 17, 2021
FY 2021-22 Adopted Budget Sent to State	December 1, 2021
2022	
FY 2021-22 Mid-Year Financial Forms Due from Departments	January 6, 2022
FY 2021-22 Mid-Year Financial Report Presentation (Open to Public Comment)	**January 25, 2022**
FY 2022-23 Recommended Budget Input Instructions Sent to Departments	March 2, 2022
FY 2022-23 Recommended Budget Department Budget Deliverables Due	April 6, 2022
FY 2022-23 Recommended Budget Department Budget Meetings	April 25-27, 2022
Draft FY 2022-23 Recommended Budget Hearing Materials Provided to Board of Supervisors	May 20, 2022
FY 2022-23 Recommended Budget Hearings (Open to Public Comment)	**June 21, 2022**
Final Year-End FY 2021-22 Fund Balance Inputs Due from Departments	August 8, 2022
FY 2022-23 Adopted Budget Revisions Due from Departments	August 16, 2022
Draft FY 2022-23 Adopted Budget Hearing Materials Provided to Board of Supervisors	September 14, 2022
FY 2022-23 Adopted Budget Hearing (Open to Public Comment)	**September 27, 2022**
FY 2022-23 Mid-Year Financial Guidance Sent to Departments	November 18, 2022
FY 2022-23 Adopted Budget Sent to State	December 1, 2022
2023	
FY 2022-23 Mid-Year Financial Forms Due from Departments	January 7, 2023
FY 2022-23 Mid-Year Financial Report Presentation (Open to Public Comment)	**January 26, 2023**

Budget Units (Appropriation Authority Level)

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

BUDGETS (BY AGENCY)	Budget Unit Number	Budget Unit Level
Criminal Justice		
Sheriff's Office	3000B	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 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 (Information Only)	3570B	Department
Parks Department	3900B	Department
Fish and Game	3950B	Fund
Coyote Point Marina	3980B	Department
Parks Capital Projects	3990B	Fund
County Library (Information Only)	3700B	Department
Office of Sustainability	4000B	Division
Solid Waste Management - OOS	4060B	Division
County Service Areas - OOS	4070B	Division
Public Works - Administration	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 Services	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
Other Capital Construction Fund	8450B	Fund
Real Property Services	1220B	Division
Agriculture / Weights and Measures	1260B	Division
Public Safety Communications	1240B	Division

Community Services Cont.		
Message Switch	1940B	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
Revenue Services	1270B	Division
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's Office	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

COUNTY PERFORMANCE PROGRAM AND EQUITY

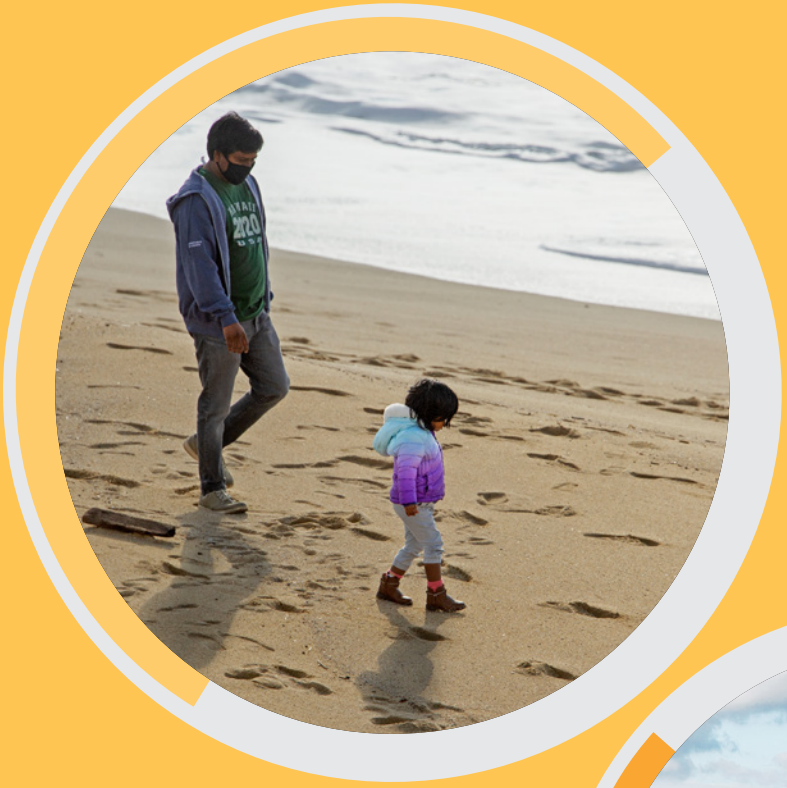
In 2020 the Board of Supervisors prioritized equity and social justice for the County, asking for an equity lens to be brought to all County operations. As a first step in the effort to prioritize equity[1], the County Manager's Office worked with departments to incorporate an equity lens to department and program performance measures included in this budget book (see each department's performance measures following section B). Viewing performance through an equity lens is an opportunity for each department and program to begin to understand what, if any, discrepancies exist between different demographic groups when interacting with County programs and services and identify ways to advance or enhance equity through their existing efforts. This supports the County in addressing the needs of all residents in our communities and effectively achieving the County's mission: to protect and enhance the health, safety, welfare, and natural resources of the community, and provide quality services that benefit and enrich the lives of the people of this community.

The County Manager's Office embarked on this shift in performance planning in 2021 and will continue to work with the Board of Supervisors, the Chief Equity Officer, and department staff to ensure the County performance management program does the following:

- Ensures a meaningful review of departmental performance and improves program outcomes;
- Incorporates equity as a central component in order to advance and enhance equity in departmental efforts; and
- Communicates performance to the Board and the public in an effective and accessible way.

The performance measures included in this budget book reflect the beginning of this shift, and the County Manger's Office will continue to work with department staff to build capacity in support of the goals listed above.

[1] For purposes of this effort, equity is the goal of just and fair inclusion into a society in which *all* can participate, prosper, and reach their full potential. To achieve equity, we must work to create the conditions that allow all to reach their full potential, where a person's identity including race/ethnicity, gender, age, disability, sexual orientation or expression, immigration status, does not determine their life outcomes or opportunities.



COUNTY SUMMARIES





FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET



MISSION

The County of San Mateo 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:

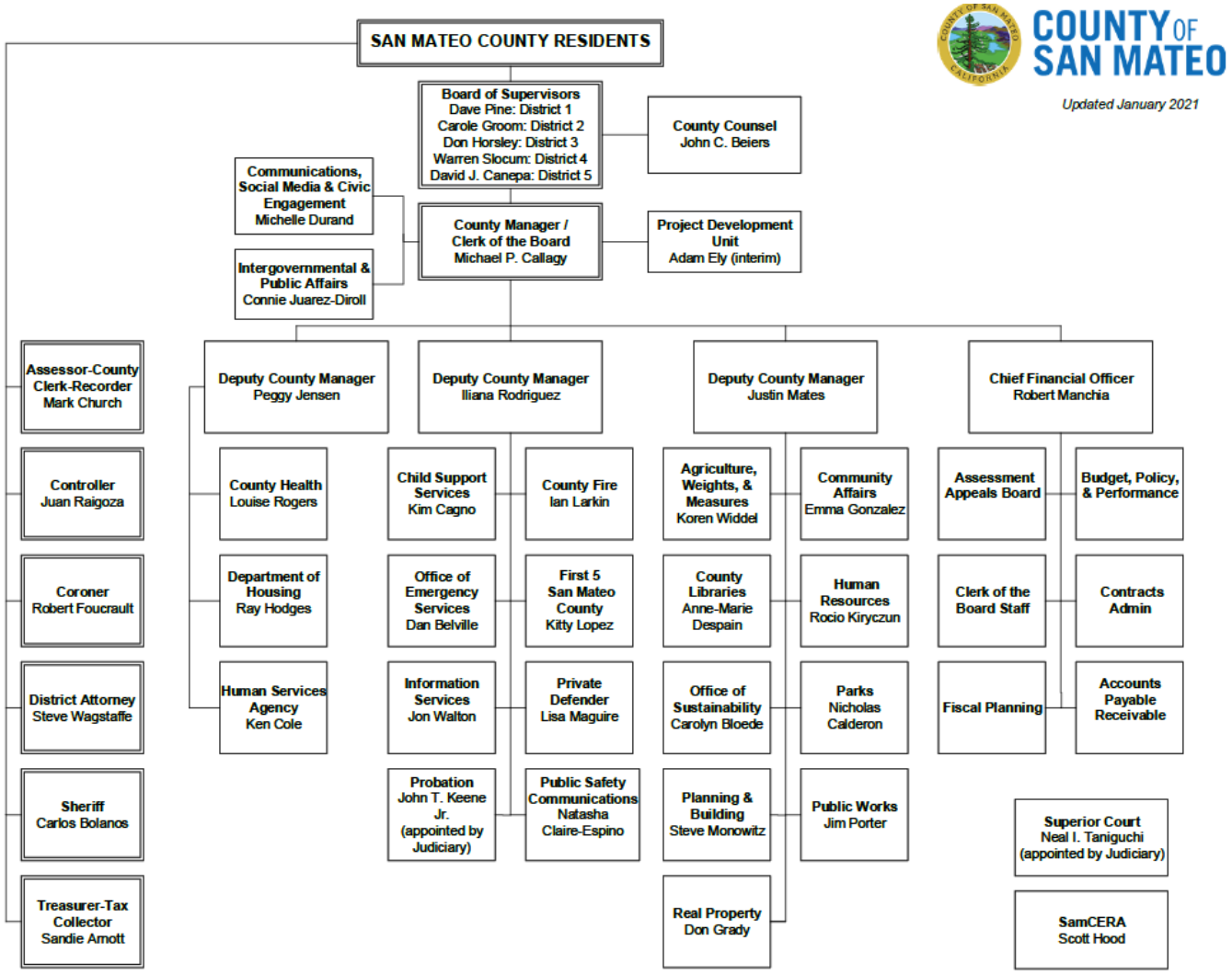
The highest standards of public service

A common vision of responsiveness

The highest standards of ethical conduct

Treating people with respect and dignity

COUNTY ORGANIZATION CHART



INTRODUCTION: UNDERSTANDING BUDGET SUMMARY CHARTS

The purpose of this section is to provide a high-level overview of the County budget through several budget summary charts that display budget data in different ways. Below is a list of definitions for commonly used terminology in this section. For additional definitions, see the Glossary of Budget terms section.

Sources: refers to all revenue and Fund Balance available to finance expenses

Requirements: refers to all expenses, including Intrafund Transfers and Reserves

General Funds (GF): refers to the major County operating fund used to account for all financial sources and uses, except those required to be accounted for in another fund

Non-General Funds (NGF): refers to operating funds other than the County General Fund, such as the Road Fund, Waste Management, or County Airports Fund

All Funds: includes both General and Non-General Funds

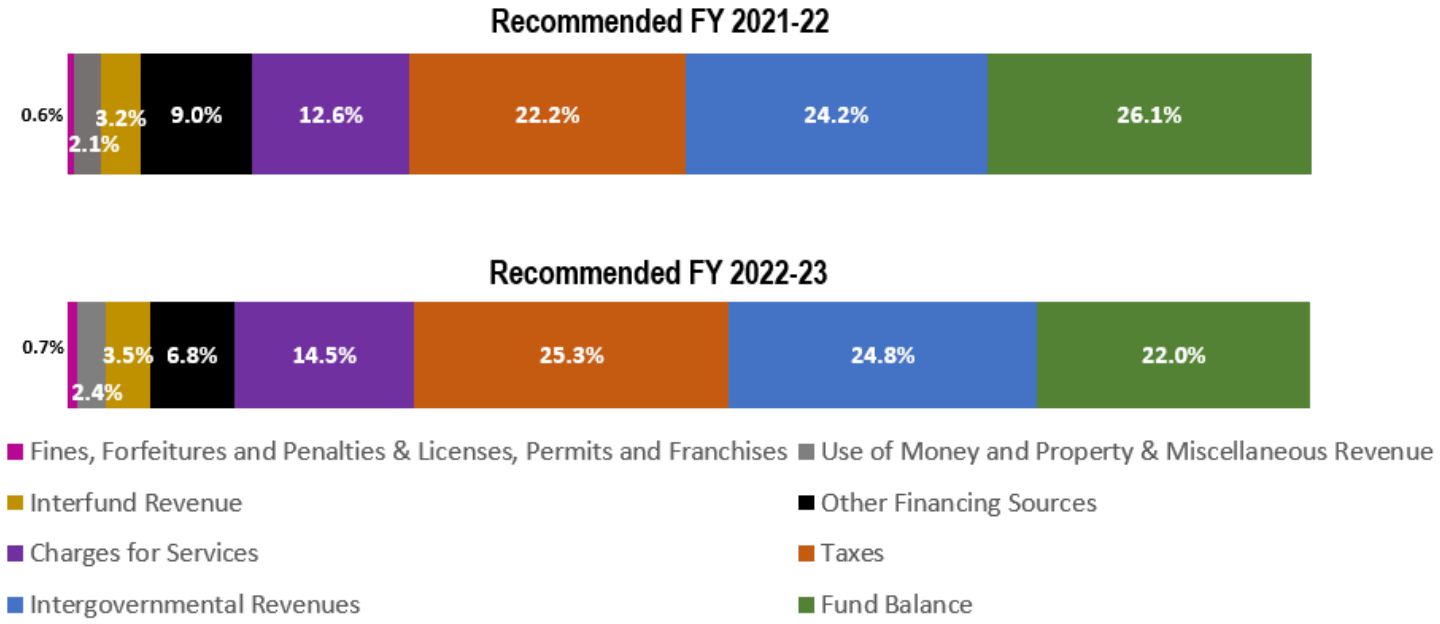
Agency: refers to the five key groupings under which all departments are sorted – Criminal Justice, County Health, Social Services, Community Services, and Administration/Fiscal Services (see page A-36 to see an overview of which departments are within each agency).

The following is a list of the budget summary charts that follow this page (ie by fund, agency level, and sources versus requirements):

- County Charts – All Funds (see page B-3)
- Total Requirements – All Funds (see page B-5)
- Total Sources and Requirements – All Funds (see page B-6)
- General Fund Summaries
  - General Fund - Total Sources and Requirements (see page B-7)
  - General Fund - Total Sources and Requirements by Agency
    - Criminal Justice (see page B-8)
    - Health (see page B-9)
    - Social Services (see page B-10)
    - Community Services (see page B-11)
    - Administration and Fiscal Services (see page B-12)
- All Funds - Revenues by Type (see page B-13)
- All Funds - Requirements by Type (see page B-34)
- All Funds - Authorized Position Summary and position change details (see page B-35)

COUNTY CHARTS – ALL FUNDS

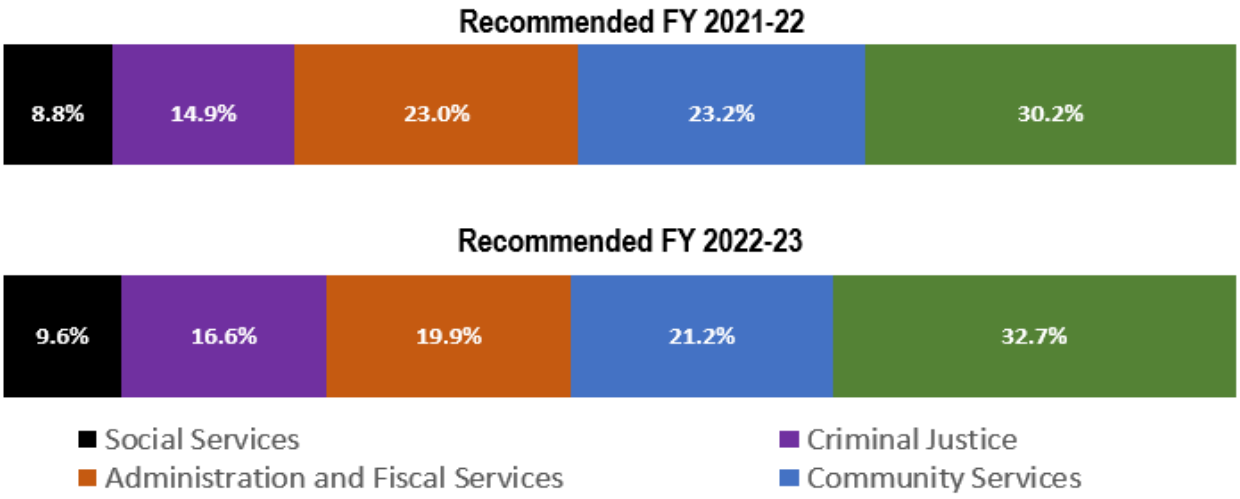
All County Funds FY 2021-23 Recommended Sources



Source of Funds	2021-22 May Recommended	Percent of Total	2022-23 May Recommended	Percent of Total
Fund Balance	873,393,649	26.1%	654,189,529	22.0%
Taxes	742,430,077	22.2%	754,103,281	25.3%
Intergovernmental Revenues	809,102,522	24.2%	737,390,295	24.8%
Charges for Services	420,593,005	12.6%	430,330,280	14.5%
Other Financing Sources	302,216,050	9.0%	202,635,310	6.8%
Interfund Revenue	107,296,456	3.2%	104,836,605	3.5%
Miscellaneous Revenue*	33,223,316	1.0%	34,143,412	1.1%
Use of Money and Property*	37,084,184	1.1%	37,840,972	1.3%
Licenses, Permits and Franchises*	11,802,957	0.4%	12,582,274	0.4%
Fines, Forfeitures and Penalties*	8,282,349	0.2%	8,122,465	0.3%
Total Sources	**3,345,424,565**	**100.00%**	**2,976,174,423**	**100.00%**

*In the visualization above, Miscellaneous Revenue is combined with Use of Money and Property; Licenses, Permits, and Franchises is combined with Fines, Forfeitures, and Penalties.

All County Funds FY 2021-23 Recommended Requirements (by Agency)



Use of Funds	2021-22 May Recommended	Percent of Total	2022-23 May Recommended	Percent of Total
Administration and Fiscal Serv	768,683,344	23.0%	591,006,350	19.9%
Community Services	776,595,762	23.2%	632,249,928	21.2%
Criminal Justice	497,872,752	14.9%	495,310,450	16.6%
Health	1,009,264,410	30.2%	972,484,440	32.7%
Social Services	293,008,297	8.8%	285,123,255	9.6%
Total Requirements	**3,345,424,565**	**100.00%**	**2,976,174,423**	**100.00%**

TOTAL REQUIREMENTS – ALL FUNDS

Total Requirements - All Funds
FY 2021-22 and FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
TOTAL REQUIREMENTS							
Criminal Justice Agency	443,658,057	440,909,662	491,111,015	497,872,752	6,761,737	495,310,450	(2,562,302)
County Health	430,249,451	454,598,809	505,489,550	535,188,805	29,699,255	515,716,478	(19,472,327)
Social Services	221,714,890	233,871,306	287,284,033	293,008,297	5,724,264	285,123,255	(7,885,042)
Community Services	145,985,980	150,777,281	247,887,219	201,918,965	(45,968,254)	198,454,819	(3,464,146)
Administration and Fiscal	736,244,206	906,100,119	911,564,229	704,971,908	(206,592,321)	528,591,126	(176,380,782)
Subtotal General Fund	**1,977,852,585**	**2,186,257,176**	**2,443,336,046**	**2,232,960,727**	**(210,375,319)**	**2,023,196,128**	**(209,764,599)**
Enterprise Funds	391,401,775	422,262,707	434,385,972	449,984,087	15,598,115	431,807,102	(18,176,985)
Special Revenue Funds	120,778,504	132,724,852	141,169,426	137,631,490	(3,537,936)	119,721,543	(17,909,947)
Capital Project Funds	174,170,148	235,294,711	459,714,534	345,272,212	(114,442,322)	234,418,717	(110,853,495)
Debt Service Funds	74,546,760	71,233,041	71,126,358	63,711,436	(7,414,922)	62,415,224	(1,296,212)
Special Districts	120,330,960	123,311,551	94,491,628	88,045,382	(6,446,246)	77,658,254	(10,387,128)
Internal Service Funds	27,396,576	25,738,945	29,932,412	27,819,231	(2,113,181)	26,957,455	(861,776)
Subtotal Non-General Fund	**908,624,723**	**1,010,565,807**	**1,230,820,330**	**1,112,463,838**	**(118,356,492)**	**952,978,295**	**(159,485,543)**
Total Requirements - All Funds	2,886,477,308	3,196,822,982	3,674,156,376	3,345,424,565	(328,731,811)	2,976,174,423	(369,250,142)
Total Sources - All Funds	2,886,477,308	3,196,822,982	3,674,156,376	3,345,424,565	(328,731,811)	2,976,174,423	(369,250,142)
Salary Resolution	5,565.0	5,600.0	5,616.0	5,642.0	26.0	5,642.0	0.0
Funded FTE	5,495.6	5,513.3	5,506.6	5,540.4	33.7	5,540.4	0.0

TOTAL SOURCES AND REQUIREMENTS – ALL FUNDS

Total Sources and Requirements – All Funds
FY 2021-22 and FY 2022-23 Budget Unit Summary

Account Class - Name	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
SOURCES							
Taxes	795,193,074	817,573,911	779,021,833	742,430,077	(36,591,756)	754,103,281	11,673,204
Licenses, Permits and Franchises	11,370,391	10,964,524	10,913,815	11,802,957	889,142	12,582,274	779,317
Fines, Forfeitures and Penalties	8,310,116	7,118,865	8,283,631	8,282,349	(1,282)	8,122,465	(159,884)
Use of Money and Property	42,518,871	37,848,308	34,785,115	37,084,184	2,299,069	37,840,972	756,788
Intergovernmental Revenues	643,287,745	712,541,324	862,463,976	809,102,522	(53,361,454)	737,390,295	(71,712,227)
Charges for Services	311,750,946	355,968,631	411,947,936	420,593,005	8,645,069	430,330,280	9,737,275
Interfund Revenue	80,044,435	82,538,580	104,706,561	107,296,456	2,589,895	104,836,605	(2,459,851)
Miscellaneous Revenue	38,492,824	80,596,450	36,493,941	33,223,316	(3,270,625)	34,143,412	920,096
Other Financing Sources	163,842,707	184,609,639	400,880,197	302,216,050	(98,664,147)	202,635,310	(99,580,740)
Non-County Revenue	0	7,400,000	0	0	0	0	0
Total Revenue	**2,094,811,110**	**2,297,160,232**	**2,649,497,005**	**2,472,030,916**	**(177,466,089)**	**2,321,984,894**	**(150,046,022)**
Fund Balance	791,666,198	899,662,750	1,024,659,371	873,393,649	(151,265,722)	654,189,529	(219,204,120)
TOTAL SOURCES	**2,886,477,308**	**3,196,822,982**	**3,674,156,376**	**3,345,424,565**	**(328,731,811)**	**2,976,174,423**	**(369,250,142)**
REQUIREMENTS							
Salaries and Benefits	1,024,648,627	1,018,218,677	1,190,006,853	1,187,315,637	(2,691,216)	1,190,673,045	3,357,408
Services and Supplies	503,879,358	584,519,505	803,280,367	754,648,880	(48,631,487)	627,288,894	(127,359,986)
Other Charges	349,770,121	388,554,001	569,824,873	482,393,458	(87,431,415)	482,783,042	389,584
Reclassification of Expenses	0	0	(253,538)	219,753	473,291	219,757	4
Fixed Assets	81,446,970	74,909,378	324,019,144	223,502,234	(100,516,910)	87,992,008	(135,510,226)
Other Financing Uses	181,712,338	222,196,772	472,832,293	407,237,137	(65,595,156)	291,073,127	(116,164,010)
Gross Appropriations	**2,141,457,414**	**2,288,398,333**	**3,359,709,992**	**3,055,317,099**	**(304,392,893)**	**2,680,029,873**	**(375,287,226)**
Intrafund Transfers	(153,567,084)	(156,626,937)	(146,269,450)	(153,402,913)	(7,133,463)	(126,784,752)	26,618,161
Net Appropriations	**1,987,890,329**	**2,131,771,395**	**3,213,440,542**	**2,901,914,186**	**(311,526,356)**	**2,553,245,121**	**(348,669,065)**
Contingencies/Dept Reserves	693,997,712	820,963,861	339,337,307	329,324,873	(10,012,434)	315,285,929	(14,038,944)
Non-General Fund Reserves	204,589,267	244,087,726	121,378,527	114,185,506	(7,193,021)	107,643,373	(6,542,133)
Total Contingencies and Reserves	**898,586,979**	**1,065,051,587**	**460,715,834**	**443,510,379**	**(17,205,455)**	**422,929,302**	**(20,581,077)**
TOTAL REQUIREMENTS	**2,886,477,308**	**3,196,822,982**	**3,674,156,376**	**3,345,424,565**	**(328,731,811)**	**2,976,174,423**	**(369,250,142)**
AUTHORIZED POSITIONS							
Salary Resolution	5,565.0	5,600.0	5,616.0	5,642.0	26.0	5,642.0	0.0
Funded FTE	5,495.6	5,513.3	5,506.6	5,540.4	33.7	5,540.4	0.0

GENERAL FUND SUMMARIES

General Fund – Total Sources and Requirements

Total Sources and Requirements – General Fund
FY 2021-22 and FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
SOURCES							
Taxes	735,250,952	774,044,348	730,603,145	699,466,575	(31,136,570)	725,237,792	25,771,217
Licenses, Permits and Franchises	7,560,175	7,145,033	7,502,859	8,383,136	880,277	9,162,453	779,317
Fines, Forfeitures and Penalties	6,557,548	5,709,947	6,626,557	6,625,275	(1,282)	6,629,449	4,174
Use of Money and Property	30,845,618	27,980,427	28,033,805	29,351,122	1,317,317	30,127,826	776,704
Intergovernmental Revenues	444,501,774	513,210,868	664,953,087	591,826,230	(73,126,857)	542,594,359	(49,231,871)
Charges for Services	150,982,774	156,938,226	186,144,570	185,367,520	(777,050)	189,816,946	4,449,426
Interfund Revenue	59,558,872	64,351,963	78,802,390	85,718,772	6,916,382	83,338,828	(2,379,944)
Miscellaneous Revenue	31,286,212	27,825,810	25,944,912	25,359,947	(584,965)	25,851,538	491,591
Other Financing Sources	11,771,957	13,196,062	18,415,712	18,865,385	449,673	19,241,201	375,816
Non-County Revenue	0	7,400,000	0	0	0	0	0
Total Revenue	**1,478,315,882**	**1,597,802,684**	**1,747,027,037**	**1,650,963,962**	**(96,063,075)**	**1,632,000,392**	**(18,963,570)**
Fund Balance	499,536,702	588,454,492	696,309,009	581,996,765	(114,312,244)	391,195,736	(190,801,029)
TOTAL SOURCES	**1,977,852,585**	**2,186,257,176**	**2,443,336,046**	**2,232,960,727**	**(210,375,319)**	**2,023,196,128**	**(209,764,599)**
REQUIREMENTS							
Salaries and Benefits	807,473,908	788,358,974	956,209,308	939,076,893	(17,132,415)	941,866,689	2,789,796
Services and Supplies	338,285,787	382,487,913	549,158,844	522,309,770	(26,849,074)	409,062,047	(113,247,723)
Other Charges	244,143,674	279,745,585	459,403,746	373,394,779	(86,008,967)	373,176,658	(218,121)
Reclassification of Expenses	0	0	(253,538)	219,753	473,291	219,757	4
Fixed Assets	16,492,735	8,039,363	25,257,577	26,016,372	758,795	14,697,404	(11,318,968)
Other Financing Uses	132,259,136	145,874,286	310,783,002	252,593,476	(58,189,526)	145,738,241	(106,855,235)
Total Gross Appropriations	**1,538,655,239**	**1,604,506,121**	**2,300,558,939**	**2,113,611,043**	**(186,947,896)**	**1,884,760,796**	**(228,850,247)**
Intrafund Transfers	(150,837,906)	(154,947,260)	(145,570,306)	(153,209,023)	(7,638,717)	(126,540,862)	26,668,161
Net Appropriations	**1,387,817,333**	**1,449,558,861**	**2,154,988,633**	**1,960,402,020**	**(194,586,613)**	**1,758,219,934**	**(202,182,086)**
Contingencies/Dept Reserves	590,035,252	736,445,026	288,347,413	272,558,707	(15,788,706)	264,976,194	(7,582,513)
Non-General Fund Reserves	0	253,289	0	0	0	0	0
Total Contingencies and Reserves	**590,035,252**	**736,698,315**	**288,347,413**	**272,558,707**	**(15,788,706)**	**264,976,194**	**(7,582,513)**
TOTAL REQUIREMENTS	**1,977,852,585**	**2,186,257,176**	**2,443,336,046**	**2,232,960,727**	**(210,375,319)**	**2,023,196,128**	**(209,764,599)**
AUTHORIZED POSITIONS							
Salary Resolution	4,388.0	4,432.0	4,448.0	4,470.0	22.0	4,470.0	0.0
Funded FTE	4,370.4	4,407.0	4,407.4	4,436.2	28.8	4,436.2	0.0

Total Sources and Requirements by Agency – Criminal Justice

Criminal Justice
Total Sources and Requirements – General Fund
FY 2021-22 and FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
SOURCES							
Taxes	3,620,995	3,647,539	3,747,562	3,670,511	(77,051)	3,683,472	12,961
Licenses, Permits and Franchises	17,475	19,674	16,500	16,500	0	16,500	0
Fines, Forfeitures and Penalties	5,964,350	5,397,591	6,234,255	6,195,698	(38,557)	6,195,698	0
Intergovernmental Revenues	133,196,384	123,326,092	141,372,134	141,791,379	419,245	140,741,676	(1,049,703)
Charges for Services	16,376,345	30,891,182	34,588,299	35,602,798	1,014,499	35,588,067	(14,731)
Interfund Revenue	3,046,405	3,247,593	6,111,444	6,995,314	883,870	7,025,391	30,077
Miscellaneous Revenue	8,794,427	4,605,640	2,721,888	2,470,815	(251,073)	2,471,115	300
Other Financing Sources	21,150	218,395	21,150	82,472	61,322	84,467	1,995
Total Revenue	**171,037,530**	**171,353,704**	**194,813,232**	**196,825,487**	**2,012,255**	**195,806,386**	**(1,019,101)**
Fund Balance	37,583,572	33,536,571	44,191,023	47,985,122	3,794,099	44,034,448	(3,950,674)
TOTAL SOURCES	**208,621,102**	**204,890,275**	**239,004,255**	**244,810,609**	**5,806,354**	**239,840,834**	**(4,969,775)**
REQUIREMENTS							
Salaries and Benefits	280,178,896	280,537,744	315,593,982	317,440,135	1,846,153	319,622,895	2,182,760
Services and Supplies	47,216,410	51,687,292	59,522,557	60,166,680	644,123	59,361,247	(805,433)
Other Charges	51,167,770	54,831,369	54,023,402	54,254,565	231,163	55,198,360	943,795
Reclassification of Expenses	0	0	(350,000)	(350,000)	0	(350,000)	0
Fixed Assets	8,783,812	1,766,111	3,329,011	3,520,686	191,675	4,119,335	598,649
Other Financing Uses	31,874,963	29,399,035	25,593,341	22,274,054	(3,319,287)	21,565,274	(708,780)
Total Gross Appropriations	**419,221,850**	**418,221,551**	**457,712,293**	**457,306,120**	**(406,173)**	**459,517,111**	**2,210,991**
Intrafund Transfers	(4,447,305)	(7,612,716)	(3,276,390)	(3,467,816)	(191,426)	(3,401,304)	66,512
Net Appropriations	**414,774,545**	**410,608,835**	**454,435,903**	**453,838,304**	**(597,599)**	**456,115,807**	**2,277,503**
Contingencies/Dept Reserves	28,883,512	30,300,827	36,675,112	44,034,448	7,359,336	39,194,643	(4,839,805)
Total Contingencies and Reserves	**28,883,512**	**30,300,827**	**36,675,112**	**44,034,448**	**7,359,336**	**39,194,643**	**(4,839,805)**
TOTAL REQUIREMENTS	**443,658,057**	**440,909,662**	**491,111,015**	**497,872,752**	**6,761,737**	**495,310,450**	**(2,562,302)**
Net County Cost	**235,036,955**	**236,019,386**	**252,106,760**	**253,062,143**	**955,383**	**255,469,616**	**2,407,473**
AUTHORIZED POSITIONS							
Salary Resolution	1,386.0	1,354.0	1,362.0	1,350.0	(12.0)	1,350.0	0.0
Funded FTE	1,384.2	1,346.9	1,352.7	1,341.0	(11.7)	1,341.0	0.0

Total Sources and Requirements by Agency – County Health

County Health
Total Sources and Requirements – General Fund
FY 2021-22 and FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
SOURCES							
Taxes	9,631,693	9,474,473	9,280,196	9,425,607	145,411	9,360,607	(65,000)
Licenses, Permits and Franchises	2,116,824	2,163,643	1,898,634	2,773,162	874,528	2,790,162	17,000
Fines, Forfeitures and Penalties	288,569	289,460	384,302	421,577	37,275	425,751	4,174
Use of Money and Property	779,843	689,802	344,206	689,844	345,638	689,844	0
Intergovernmental Revenues	142,490,481	156,939,849	174,037,361	194,724,873	20,687,512	182,034,240	(12,690,633)
Charges for Services	87,225,069	80,847,891	100,887,744	97,896,156	(2,991,588)	95,774,321	(2,121,835)
Interfund Revenue	9,570,115	7,800,341	8,428,292	9,485,540	1,057,248	9,506,545	21,005
Miscellaneous Revenue	14,368,261	14,759,870	17,164,889	18,765,000	1,600,111	18,331,705	(433,295)
Other Financing Sources	51	104	27,500	0	(27,500)	0	0
Total Revenue	**266,470,906**	**272,965,433**	**312,453,124**	**334,181,759**	**21,728,635**	**318,913,175**	**(15,268,584)**
Fund Balance	9,973,820	12,767,557	10,922,505	10,378,922	(543,583)	10,277,379	(101,543)
TOTAL SOURCES	**276,444,726**	**285,732,990**	**323,375,629**	**344,560,681**	**21,185,052**	**329,190,554**	**(15,370,127)**
REQUIREMENTS							
Salaries and Benefits	195,671,812	206,655,603	235,002,567	245,063,567	10,061,000	244,377,405	(686,162)
Services and Supplies	115,054,947	117,132,164	140,601,630	148,916,544	8,314,914	135,121,815	(13,794,729)
Other Charges	67,616,704	78,517,259	81,476,178	86,280,099	4,803,921	86,852,123	572,024
Reclassification of Expenses	0	0	22,523	569,753	547,230	569,753	0
Fixed Assets	95,291	361,406	277,145	732,500	455,355	132,500	(600,000)
Other Financing Uses	58,496,851	58,591,037	64,063,476	64,061,459	(2,017)	58,564,314	(5,497,145)
Total Gross Appropriations	**436,935,605**	**461,257,468**	**521,443,519**	**545,623,922**	**24,180,403**	**525,617,910**	**(20,006,012)**
Intrafund Transfers	(16,945,015)	(17,520,028)	(25,211,477)	(20,712,496)	4,498,981	(19,288,811)	1,423,685
Net Appropriations	**419,990,590**	**443,737,441**	**496,232,042**	**524,911,426**	**28,679,384**	**506,329,099**	**(18,582,327)**
Contingencies/Dept Reserves	10,258,862	10,861,368	9,257,508	10,277,379	1,019,871	9,387,379	(890,000)
Total Contingencies and Reserves	**10,258,862**	**10,861,368**	**9,257,508**	**10,277,379**	**1,019,871**	**9,387,379**	**(890,000)**
TOTAL REQUIREMENTS	**430,249,451**	**454,598,809**	**505,489,550**	**535,188,805**	**29,699,255**	**515,716,478**	**(19,472,327)**
Net County Cost	**153,804,725**	**168,865,819**	**182,113,921**	**190,628,124**	**8,514,203**	**186,525,924**	**(4,102,200)**
AUTHORIZED POSITIONS							
Salary Resolution	1,157.0	1,169.0	1,169.0	1,183.0	14.0	1,183.0	0.0
Funded FTE	1,141.2	1,151.9	1,141.8	1,160.3	18.5	1,160.3	0.0

Total Sources and Requirements by Agency – Social Services

Social Services
Total Sources and Requirements – General Fund
FY 2021-22 and FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	10,839,720	10,116,854	12,262,357	13,470,348	1,207,991	12,470,348	(1,000,000)
Intergovernmental Revenues	141,102,212	143,204,894	174,909,292	178,680,458	3,771,166	179,264,312	583,854
Charges for Services	2,473,220	2,840,122	2,838,304	2,260,000	(578,304)	2,260,000	0
Interfund Revenue	204,322	173,215	5,000	5,000	0	5,000	0
Miscellaneous Revenue	1,371,188	1,329,685	3,077,401	2,037,765	(1,039,636)	2,308,187	270,422
Total Revenue	**155,990,661**	**157,664,770**	**193,092,354**	**196,453,571**	**3,361,217**	**196,307,847**	**(145,724)**
Fund Balance	33,217,022	35,243,820	36,237,151	37,546,947	1,309,796	28,691,601	(8,855,346)
TOTAL SOURCES	**189,207,683**	**192,908,590**	**229,329,505**	**234,000,518**	**4,671,013**	**224,999,448**	**(9,001,070)**
REQUIREMENTS							
Salaries and Benefits	109,037,061	116,757,079	140,785,692	142,800,130	2,014,438	143,107,835	307,705
Services and Supplies	60,846,426	64,528,048	56,754,430	59,062,316	2,307,886	53,088,621	(5,973,695)
Other Charges	52,246,909	51,819,563	62,313,012	62,902,421	589,409	63,036,559	134,138
Fixed Assets	316,305	36,642	500,000	720,000	220,000	0	(720,000)
Other Financing Uses	1,909,033	2,173,744	3,146,261	2,743,807	(402,454)	1,149,594	(1,594,213)
Total Gross Appropriations	**224,355,735**	**235,315,076**	**263,499,395**	**268,228,674**	**4,729,279**	**260,382,609**	**(7,846,065)**
Intrafund Transfers	(26,644,604)	(27,720,411)	(3,167,264)	(3,911,978)	(744,714)	(3,950,955)	(38,977)
Net Appropriations	**197,711,130**	**207,594,666**	**260,332,131**	**264,316,696**	**3,984,565**	**256,431,654**	**(7,885,042)**
Contingencies/Dept Reserves	24,003,760	26,276,640	26,951,902	28,691,601	1,739,699	28,691,601	0
Total Contingencies and Reserves	**24,003,760**	**26,276,640**	**26,951,902**	**28,691,601**	**1,739,699**	**28,691,601**	**0**
TOTAL REQUIREMENTS	**221,714,890**	**233,871,306**	**287,284,033**	**293,008,297**	**5,724,264**	**285,123,255**	**(7,885,042)**
Net County Cost	**32,507,207**	**40,962,715**	**57,954,528**	**59,007,779**	**1,053,251**	**60,123,807**	**1,116,028**
AUTHORIZED POSITIONS							
Salary Resolution	843.0	843.0	842.0	846.0	4.0	846.0	0.0
Funded FTE	843.0	843.0	841.5	845.9	4.4	845.9	0.0

Total Sources and Requirements by Agency – Community Services

Community Services
Total Sources and Requirements – General Fund
FY 2021-22 and FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
SOURCES							
Taxes	19,589,951	19,783,255	73,128,222	27,961,711	(45,166,511)	28,191,711	230,000
Licenses, Permits and Franchises	4,900,557	4,361,287	4,981,002	4,981,002	0	5,737,210	756,208
Fines, Forfeitures and Penalties	37,949	23,396	8,000	8,000	0	8,000	0
Use of Money and Property	1,202,725	1,335,347	1,349,215	1,398,500	49,285	1,423,940	25,440
Intergovernmental Revenues	14,651,654	15,918,651	32,270,500	31,376,100	(894,400)	29,340,033	(2,036,067)
Charges for Services	14,307,243	13,711,588	17,649,978	18,895,448	1,245,470	19,895,123	999,675
Interfund Revenue	23,831,386	24,547,594	34,766,215	34,964,264	198,049	35,364,030	399,766
Miscellaneous Revenue	2,814,859	1,271,391	1,194,405	1,064,214	(130,191)	1,650,452	586,238
Other Financing Sources	10,239,509	12,517,292	18,367,062	18,782,913	415,851	19,156,734	373,821
Total Revenue	**91,575,832**	**93,469,803**	**183,714,599**	**139,432,152**	**(44,282,447)**	**140,767,233**	**1,335,081**
Fund Balance	28,509,472	28,017,077	25,424,535	22,414,707	(3,009,828)	16,879,432	(5,535,275)
TOTAL SOURCES	**120,085,305**	**121,486,880**	**209,139,134**	**161,846,859**	**(47,292,275)**	**157,646,665**	**(4,200,194)**
REQUIREMENTS							
Salaries and Benefits	69,649,422	75,715,344	92,722,546	94,498,904	1,776,358	95,212,236	713,332
Services and Supplies	41,915,627	44,976,019	62,069,707	59,454,175	(2,615,532)	58,033,328	(1,420,847)
Other Charges	51,589,457	52,498,092	119,190,971	79,753,739	(39,437,232)	79,005,497	(748,242)
Reclassification of Expenses	0	0	0	0	0	0	0
Fixed Assets	2,697,169	1,079,415	4,741,286	1,632,505	(3,108,781)	1,832,505	200,000
Other Financing Uses	1,023,452	2,019,226	1,493,692	1,201,612	(292,080)	1,203,851	2,239
Total Gross Appropriations	**166,875,127**	**176,288,097**	**280,218,202**	**236,540,935**	**(43,677,267)**	**235,287,417**	**(1,253,518)**
Intrafund Transfers	(43,780,402)	(49,105,262)	(47,451,121)	(49,509,433)	(2,058,312)	(50,167,006)	(657,573)
Net Appropriations	**123,094,724**	**127,182,835**	**232,767,081**	**187,031,502**	**(45,735,579)**	**185,120,411**	**(1,911,091)**
Contingencies/Dept Reserves	22,891,256	23,341,157	15,120,138	14,887,463	(232,675)	13,334,408	(1,553,055)
Non-General Fund Reserves	0	253,289	0	0	0	0	0
Total Contingencies and Reserves	**22,891,256**	**23,594,446**	**15,120,138**	**14,887,463**	**(232,675)**	**13,334,408**	**(1,553,055)**
TOTAL REQUIREMENTS	**145,985,980**	**150,777,281**	**247,887,219**	**201,918,965**	**(45,968,254)**	**198,454,819**	**(3,464,146)**
Net County Cost	**25,900,676**	**29,290,401**	**38,748,085**	**40,072,106**	**1,324,021**	**40,808,154**	**736,048**
AUTHORIZED POSITIONS							
Salary Resolution	460.0	473.0	477.0	486.0	9.0	486.0	0.0
Funded FTE	460.0	472.3	475.2	484.8	9.5	484.8	0.0

Total Sources and Requirements by Agency – Administration and Fiscal Services

Administration and Fiscal Services
Total Sources and Requirements – General Fund
FY 2021-22 and FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
SOURCES							
Taxes	691,568,594	731,022,227	632,184,808	644,938,398	12,753,590	671,531,654	26,593,256
Licenses, Permits and Franchises	525,319	600,429	606,723	612,472	5,749	618,581	6,109
Fines, Forfeitures and Penalties	266,681	(500)	0	0	0	0	0
Use of Money and Property	28,863,050	25,955,278	26,340,384	27,262,778	922,394	28,014,042	751,264
Intergovernmental Revenues	13,061,044	73,821,383	142,363,800	45,253,420	(97,110,380)	11,214,098	(34,039,322)
Charges for Services	30,600,898	28,647,443	30,180,245	30,713,118	532,873	36,299,435	5,586,317
Interfund Revenue	22,906,644	28,583,220	29,491,439	34,268,654	4,777,215	31,437,862	(2,830,792)
Miscellaneous Revenue	3,937,477	5,859,224	1,786,329	1,022,153	(764,176)	1,090,079	67,926
Other Financing Sources	1,511,247	460,270	0	0	0	0	0
Non-County Revenue	0	7,400,000	0	0	0	0	0
Total Revenue	**793,240,953**	**902,348,974**	**862,953,728**	**784,070,993**	**(78,882,735)**	**780,205,751**	**(3,865,242)**
Fund Balance	390,252,816	478,889,467	579,533,795	463,671,067	(115,862,728)	291,312,876	(172,358,191)
TOTAL SOURCES	**1,183,493,769**	**1,381,238,441**	**1,442,487,523**	**1,247,742,060**	**(194,745,463)**	**1,071,518,627**	**(176,223,433)**
REQUIREMENTS							
Salaries and Benefits	152,936,717	108,693,203	172,104,521	139,274,157	(32,830,364)	139,546,318	272,161
Services and Supplies	73,252,377	104,164,390	230,210,520	194,710,055	(35,500,465)	103,457,036	(91,253,019)
Other Charges	21,522,833	42,079,303	142,400,183	90,203,955	(52,196,228)	89,084,119	(1,119,836)
Reclassification of Expenses	0	0	73,939	0	(73,939)	4	4
Fixed Assets	4,600,158	4,795,789	16,410,135	19,410,681	3,000,546	8,613,064	(10,797,617)
Other Financing Uses	38,954,837	53,691,245	216,486,232	162,312,544	(54,173,688)	63,255,208	(99,057,336)
Total Gross Appropriations	**291,266,923**	**313,423,929**	**777,685,530**	**605,911,392**	**(171,774,138)**	**403,955,749**	**(201,955,643)**
Intrafund Transfers	(59,020,579)	(52,988,844)	(66,464,054)	(75,607,300)	(9,143,246)	(49,732,786)	25,874,514
Net Appropriations	**232,246,344**	**260,435,085**	**711,221,476**	**530,304,092**	**(180,917,384)**	**354,222,963**	**(176,081,129)**
Contingencies/Dept Reserves	503,997,862	645,665,034	200,342,753	174,667,816	(25,674,937)	174,368,163	(299,653)
Total Contingencies and Reserves	**503,997,862**	**645,665,034**	**200,342,753**	**174,667,816**	**(25,674,937)**	**174,368,163**	**(299,653)**
TOTAL REQUIREMENTS	**736,244,206**	**906,100,119**	**911,564,229**	**704,971,908**	**(206,592,321)**	**528,591,126**	**(176,380,782)**
Net County Cost	**(447,249,563)**	**(475,138,322)**	**(530,923,294)**	**(542,770,152)**	**(11,846,858)**	**(542,927,501)**	**(157,349)**
AUTHORIZED POSITIONS							
Salary Resolution	542.0	593.0	598.0	605.0	7.0	605.0	0.0
Funded FTE	542.0	593.0	596.2	604.3	8.0	604.3	0.0

REVENUES BY TYPE – ALL FUNDS

County of San Mateo
All Funds
FY 2021-22 and 2022-23 Revenue by Type

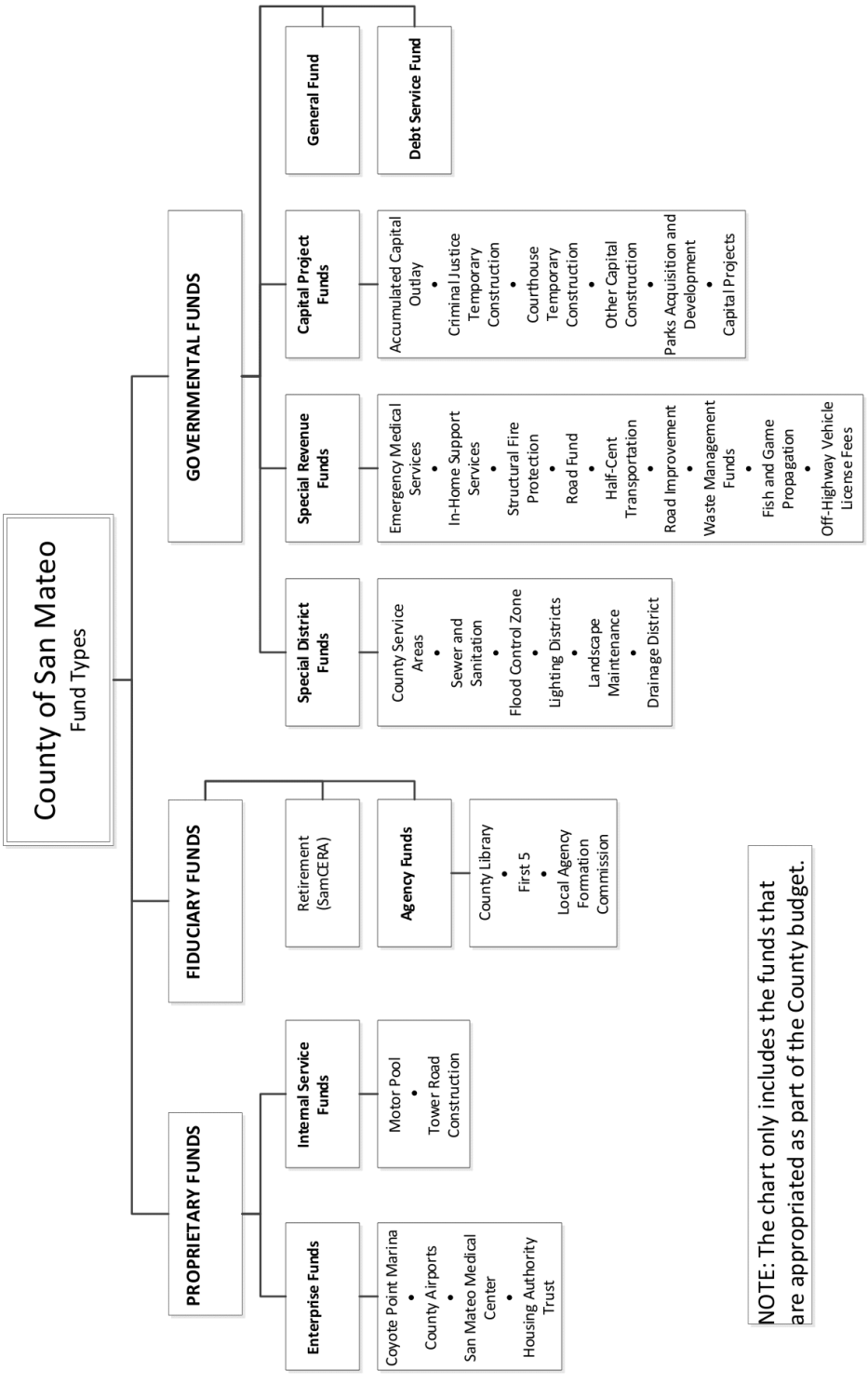
	Actual FY 2018-19	Actual FY 2019-20	Revised FY 2020-21	Recomm FY 2021-22	Change FY 2021-22	Recomm FY 2022-23	Change FY 2022-23
Property Taxes - General Fund	306,873,979	329,298,281	339,069,002	363,865,794	24,796,792	376,457,743	12,591,949
Property Taxes - Non-General Fund	17,746,276	16,598,515	14,724,135	15,427,790	703,655	15,932,796	505,006
Property Taxes - Supplemental	11,185,112	9,011,434	8,824,722	9,166,013	341,291	9,351,851	185,838
Former RDA Other Revenues	11,071,885	12,992,503	12,976,975	12,976,975	0	12,976,975	0
Property Transfer Tax	11,315,301	10,291,098	10,394,009	10,705,830	311,821	11,027,005	321,175
Return of Property Tax (Excess ERAF)	171,938,568	181,462,772	65,000,000	75,000,000	10,000,000	80,000,000	5,000,000
Property Tax In-Lieu of VLF	115,482,259	117,787,071	121,320,683	95,886,717	(25,433,966)	100,681,053	4,794,336
Sales and Use Taxes	31,431,298	31,980,176	24,283,325	24,594,278	310,953	28,893,798	4,299,520
Measure A Sales Tax	101,605,659	81,521,156	170,011,051	124,689,120	(45,321,931)	108,184,122	(16,504,998)
Transient Occupancy Tax	1,665,023	2,094,471	2,094,471	3,132,175	1,037,704	3,497,373	365,198
Other Taxes	24,181,247	10,325,679	6,971,503	(2,643,982)	6,392,312	823,155	19,530
Taxes	**804,496,607**	**803,363,155**	**775,669,876**	**732,800,710**	**(26,861,369)**	**747,825,871**	**11,577,554**
Building Permits	2,457,223	2,320,900	2,518,227	2,511,327	(6,900)	3,013,577	502,250
Development and Zoning Permits	2,797,564	2,365,918	2,366,521	3,215,521	849,000	3,488,479	272,958
Franchise Fees	4,323,248	4,447,721	4,230,329	4,245,243	14,914	4,231,352	(13,891)
Other Licenses and Permits	1,792,356	1,829,984	1,798,738	1,830,866	32,128	1,848,866	18,000
Licenses, Permits and Franchises	**11,370,391**	**10,964,524**	**10,913,815**	**11,802,957**	**889142**	**12,582,274**	**779,317**
Court Fines and Forfeitures	7,750,772	6,824,788	7,234,549	7,253,772	19,223	7,089,714	(164,058)
Other Penalties and Forfeitures	559,344	294,077	1,049,082	1,028,577	(20,505)	1,032,751	4,174
Fines, Forfeitures and Penalties	**8,310,116**	**7,118,865**	**8,283,631**	**8,282,349**	**(1,282)**	**8,122,465**	**(159,884)**
Interest Earnings	33,760,993	29,102,277	25,404,348	27,500,222	2,095,874	28,200,037	699,815
Other Investment Income	3,345,526	2,918,652	2,924,096	2,953,337	29,241	2,982,870	29,533
Rents and Concessions	5,412,352	5,827,380	6,456,671	6,630,625	173,954	6,658,065	27,440
Use of Money and Property	**42,518,871**	**37,848,308**	**34,785,115**	**37,084,184**	**2299069**	**37,840,972**	**756,788**
Realignment	127,745,250	142,224,328	156,497,886	168,593,949	12,096,063	177,284,616	8,690,667
Prop. 172	77,118,759	84,588,501	88,570,384	89,230,550	660,166	85,225,927	(4,004,623)
Social Services Programs	97,871,275	104,456,107	120,607,013	121,426,982	819,969	121,401,343	(25,639)
Housing Services	6,200,894	4,046,251	23,021,300	22,072,770	(948,530)	20,624,301	(1,448,469)
Behavioral Health & Recovery Services	47,692,087	47,118,318	63,232,917	68,218,848	4,985,931	59,506,804	(8,712,044)
Public Health Services	12,062,426	14,687,582	17,771,935	31,340,782	13,568,847	24,484,237	(6,856,545)
Family Health Services	13,593,693	12,987,484	13,278,439	12,830,431	(448,008)	12,830,431	0
San Mateo Medical Center	138,049,582	118,516,893	123,216,949	139,750,444	16,533,495	121,493,727	(18,256,717)
Other Federal and State Aid	122,953,779	183,915,861	256,267,153	155,637,766	(100,629,387)	114,538,909	(41,098,857)
Intergovernmental Revenues	**643,287,745**	**712,541,324**	**862,463,976**	**809,102,522**	**(53,361,454)**	**737,390,295**	**(71,712,227)**

County of San Mateo

Total Requirements - All Funds
FY 2021-22 and 2022-23 Revenue by Type

	Actual FY 2018-19	Actual FY 2019-20	Revised FY 2020-21	Recomm FY 2021-22	Change FY 2021-22	Recomm FY 2022-23	Change FY 2022-23
General Government Services	27,726,095	9,762,660	20,579,161	20,756,116	176,955	25,709,434	4,953,318
Public Safety Services	22,639,846	36,613,318	38,500,207	39,894,163	1,393,956	40,182,786	288,623
Planning and Building Services	1,982,198	1,962,138	1,927,502	2,063,422	135,920	2,516,347	452,925
Park Services	3,524,766	2,229,814	2,069,761	2,925,759	855,998	3,211,009	285,250
Behavioral Health & Recovery Services	62,082,803	56,298,397	63,111,977	61,669,738	(1,442,239)	59,760,200	(1,909,538)
Public Health Services	2,539,637	3,306,405	3,222,680	2,678,488	(544,192)	2,678,488	0
Family Health Services	1,302,669	1,050,565	5,644,298	5,675,910	31,612	5,785,565	109,655
San Mateo Medical Center	138,162,945	174,571,681	200,658,132	209,923,428	9,265,296	215,032,000	5,108,572
Other Health Services	(31,757,551)	(26,085,632)	(24,329,615)	(24,188,206)	141,409	(24,510,158)	(321,952)
Sanitation Services	19,785,062	21,386,170	22,793,166	23,431,550	638,384	23,764,702	333,152
Other Charges for Services	63,762,476	74,873,114	77,770,667	75,762,637	(2,008,030)	76,199,907	437,270
Charges for Services	**311,750,946**	**355,968,631**	**411,947,936**	**420,593,005**	**8,645,069**	**430,330,280**	**9,737,275**
Interfund Revenue	80,044,435	82,538,580	104,706,561	107,296,456	2,589,895	104,836,605	(2,459,851)
Interfund Revenue	**80,044,435**	**82,538,580**	**104,706,561**	**107,296,456**	**2,589,895**	**104,836,605**	**(2,459,851)**
Tobacco Settlement	6,734,845	6,314,014	6,347,048	6,169,500	(177,548)	6,169,500	0
Foundation Grants	4,127,757	3,950,517	4,518,804	3,934,037	(584,767)	3,684,037	(250,000)
Other Misc. Revenue	27,630,222	70,331,919	25,628,089	23,119,779	(2,508,310)	24,289,875	1,170,096
Miscellaneous Revenue	**38,492,824**	**80,596,450**	**36,493,941**	**33,223,316**	**(3,270,625)**	**34,143,412**	**920,096**
Operating Transfers - Capital Projects	36,223,844	59,586,671	239,285,906	170,425,217	(68,860,689)	67,591,343	(102,833,874)
Operating Transfers - Debt Service	52,429,162	48,088,485	47,028,898	39,627,688	(7,401,210)	40,962,164	1,334,476
Operating Transfers - Medical Center	57,860,174	57,961,382	63,646,621	63,621,621	(25,000)	58,121,621	(5,500,000)
Other Financing Sources	163,842,707	184,609,639	400,880,197	302,216,050	(98,664,147)	202,635,310	(99,580,740)
Other Financing Sources	**310,355,887**	**350,246,177**	**750,841,622**	**575,890,576**	**(174,951,046)**	**369,310,438**	**(206,580,138)**
Total Revenue	**2,250,627,821**	**2,441,186,014**	**2,996,106,473**	**2,736,076,075**	**(244,022,601)**	**2,482,382,612**	**(257,141,070)**

COUNTY FUND STRUCTURE



FUND DESCRIPTIONS

Proprietary Funds

ENTERPRISE FUNDS

Enterprise Funds are used for operations financed and operated in a manner similar to private business. The intent of the governing body is for costs of providing these goods or services (including depreciation and amortization) to be financed primarily through continued user charges 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.



Coyote Point Marina Fund provides and maintains a fully utilized recreational facility for the boating public. Revenues are collected from berth and facility rentals and interest earnings.

County Airports Fund provides for operations and maintenance of the San Carlos and Half Moon Bay aviation facilities. Revenues are derived from facility rental fees and federal aid.

San Mateo Medical Center (SMMC) Fund accounts for the hospital and clinical services provided to county residents. SMMC's primary traditional revenue sources are 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.

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 displays the Department's total costs of providing housing services. The Housing Authority is a separate legal entity under state law and administered by the Board of Supervisors as the Housing Authority Board of Commissioners. Funding is primarily provided by the U.S. Department of Housing and Urban Development (HUD) and tenants.

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.

Motor Pool 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.

Tower Road Construction Fund provides quality, cost-effective maintenance, repair, and renovation of County facilities at the Tower Road complex to ensure a safe, accessible, efficient, and attractive environment for the public and 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.

Fiduciary Funds

NON-COUNTY FUNDS

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 SamCERA. All assets of SamCERA are held in this fund.

NON-COUNTY AGENCY FUNDS

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 the unincorporated areas of the county.

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.

San Mateo Local Agency Formation Commission (LAFCo) is a State-mandated, independent agency with countywide jurisdiction over changes in organization and boundaries of the 20 cities, 22 independent special districts, and many of the 33 county-governed special districts, including annexations, detachments, incorporations and formations. LAFCo is governed by a seven-member commission consisting of County Supervisors, city council members, special district members, and members of the public. LAFCo is funded by application fees and membership contributions from the County, cities, and special districts.

Governmental Funds

SPECIAL DISTRICT FUNDS

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

County Service Areas Funds account 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.

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.

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.

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 Fund** and **Drainage District Fund**.

SPECIAL REVENUE FUNDS

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

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

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.

Structural 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.

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

County Half-Cent Transportation Fund accounts for a half-cent sales tax 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.

Road Improvement Fund accounts for mitigation fees imposed on building permits to finance road improvements in the county.

Solid Waste Fund previously accounted for revenues derived from the management and operation of the Ox Mountain landfill. Tipping fee revenues from an expired agreement with the landfill operator have been replaced with the AB 939 Waste Diversion Fee, which will be accounted for in the Waste Management Fund.

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

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 **Fish and Game Propagation Fund** and **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.



County One-Time Expense Fund accounts for appropriations for County capital improvement and facilities maintenance projects. Revenues are derived from selling County real property and interest earnings.

Criminal Justice Temporary Construction Fund was established to finance the 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 below.

Courthouse Temporary Construction Fund was established to support the construction, rehabilitation, lease, and financing of 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 in the amount of $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.

Other Capital Construction Fund is used to account for capital funding from County sources to bonded projects managed by the County's Project Development Unit.

Parks Acquisition and Development Fund is used for the acquisition of land for the County Parks system and the development of County park facilities.

Capital Projects Fund was established to centrally budget capital improvement projects in the County. It primarily includes capital maintenance projects managed by Department of Public Works.

GENERAL FUND

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 activities such as general government, public protection, public ways and facilities, health and sanitation, public assistance, education, and recreation services.

DEBT SERVICE FUND

Debt Service Fund is used to account for the 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.

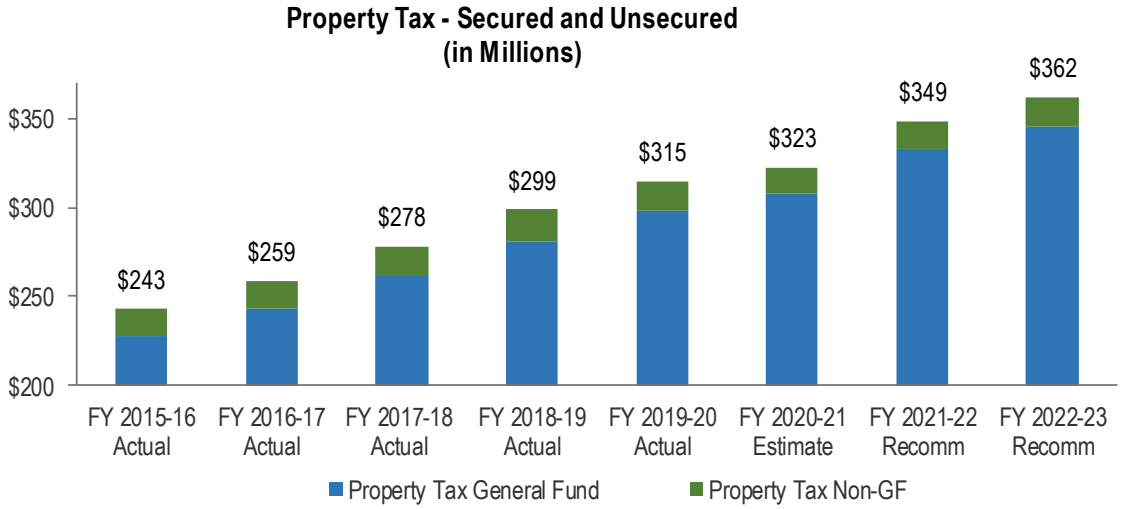
EXPLANATION OF MAJOR REVENUE SOURCES

PROPERTY TAX

Taxes are levied each fiscal year on taxable property which is situated in the county as of the preceding January 1st. 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.

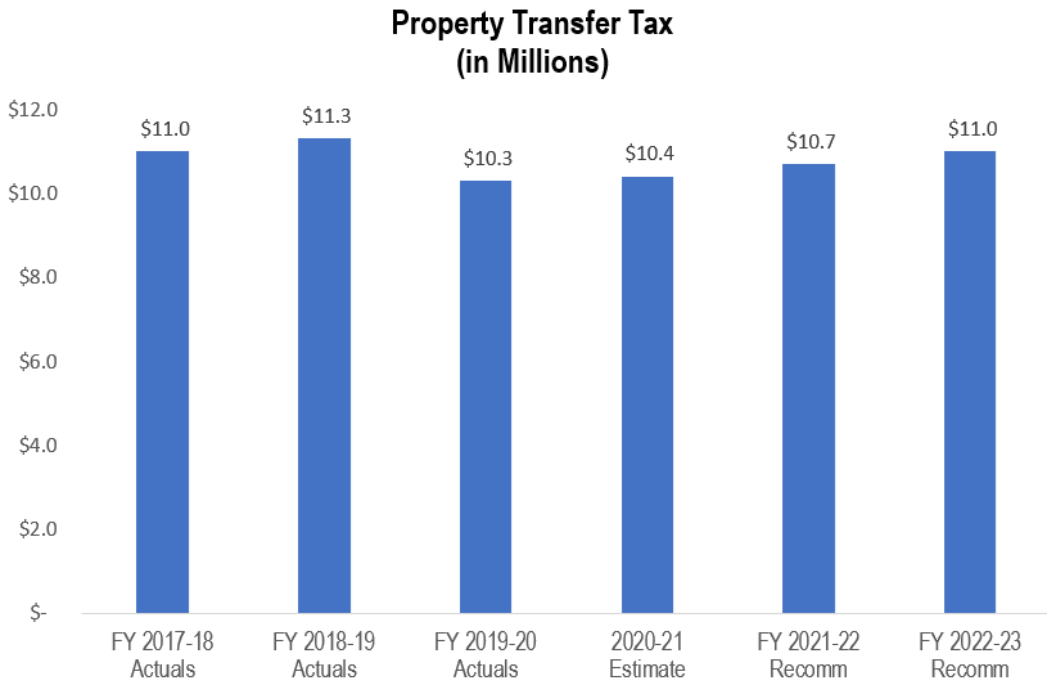
Secured property tax is the County's largest discretionary General Fund revenue source. In FYs 2018-19 and 2019-20, secured roll growth measured 7.3 percent and 5.5 percent, respectively. The County is projecting an average of 6 percent growth for FYs 2021-22 and 2022-23.

Unsecured property tax (largely personal property, to include aircraft, boats, and business personal property) revenue has averaged 5.3 percent growth over FY 2018-19 and FY 2019-20. This revenue source is fairly volatile, particularly during changing economic times. The County is conservatively projecting 2.3 percent growth in FY 2021-22 and 1 percent growth in FY 2022-23.



PROPERTY TRANSFER TAX

Property Transfer Tax revenue grew on average two percent annually between FYs 2017-18 and 2019-20. Despite recently decreased housing inventory, prices have remained steady and so revenue source growth is projected at three percent in both FYs 2021-22 and 2022-23.



RETURN OF LOCAL PROPERTY TAX (EXCESS ERAF)

Pursuant to the State Revenue and Taxation Code, property tax contributions made by local governments to the Education Revenue Augmentation Fund (ERAF) in excess of State-mandated school funding levels are returned to the local governmental entities that made the contributions. The County is one of the few "Excess ERAF" counties in California. This is due to the relatively high number of Basic Aid school districts in the County and the relatively high property tax revenues received by County school districts. The amount of Excess ERAF annually distributed to the County and other affected taxing entities may be impacted from year to year by property tax revenues received by school districts, changes in school enrollment, implementation of the State's Local Control Funding Formula (LCFF), or State legislation attempting to utilize ERAF funds for other State purposes.

In FY 2019-20, for example, the State Department of Finance, the State Department of Education, the Legislative Analyst's Office, and the local San Mateo County Office of Education (COE) all asserted that the calculation of charter school funding and the calculation of residuals from the dissolution of redevelopment agencies was being performed incorrectly and that the County's Excess ERAF should be reduced by approximately $20 million. Following lobbying by the County and other impacted jurisdictions, those efforts by the State and local COE were only partially successful with limited changes to statutes in connection with the FY 2020-21 State budget, and no potential changes to the County Controller's methodology in calculating the County's share of Excess ERAF. In connection with the State's fiscal year 2021-22 budget, there may be an effort by the State to modify existing school funding statutes in a manner that would negatively impact the County's receipt of Excess ERAF. Even if such efforts are not successful in connection with the FY 2021-22 State budget, the potential risk to Excess ERAF is expected to be an ongoing issue.

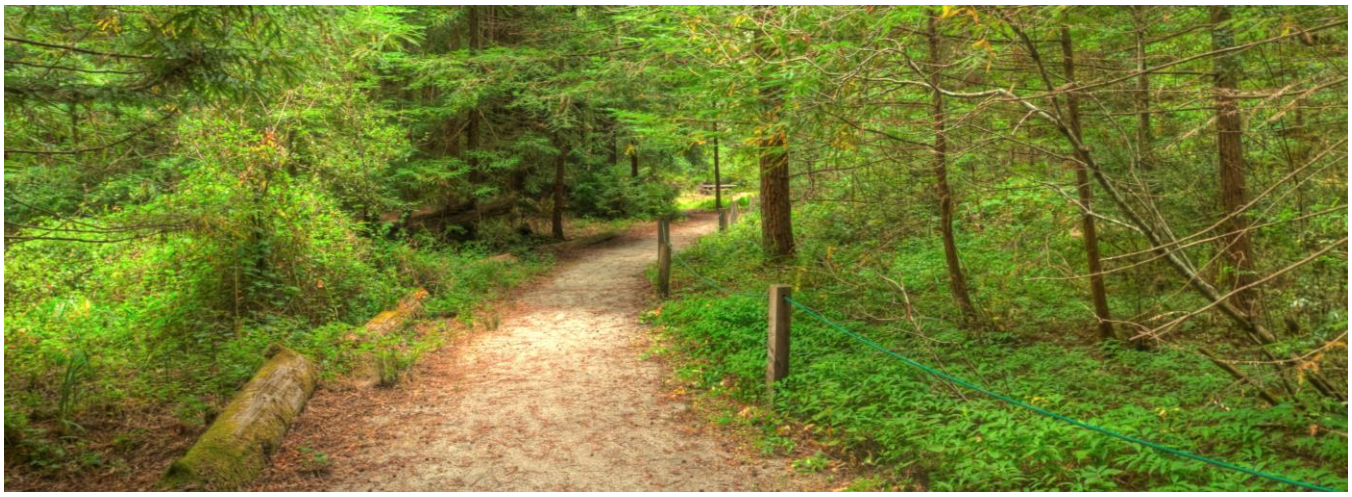
Due to the potential volatility of Excess ERAF, and in consultation with the County Controller, the County continues to conservatively budget only one half of the projected General Fund apportionment of Excess ERAF for ongoing purposes. The County projects that Excess ERAF will eventually see real reductions in the future. As a result, despite averaging $161 million over the past three years, the County remains conservative in its approach to

budgeting this revenue source. Accordingly, approximately one-half or $75 million is appropriated in year FY 2021-22 and $80 million in FY 2022-23.

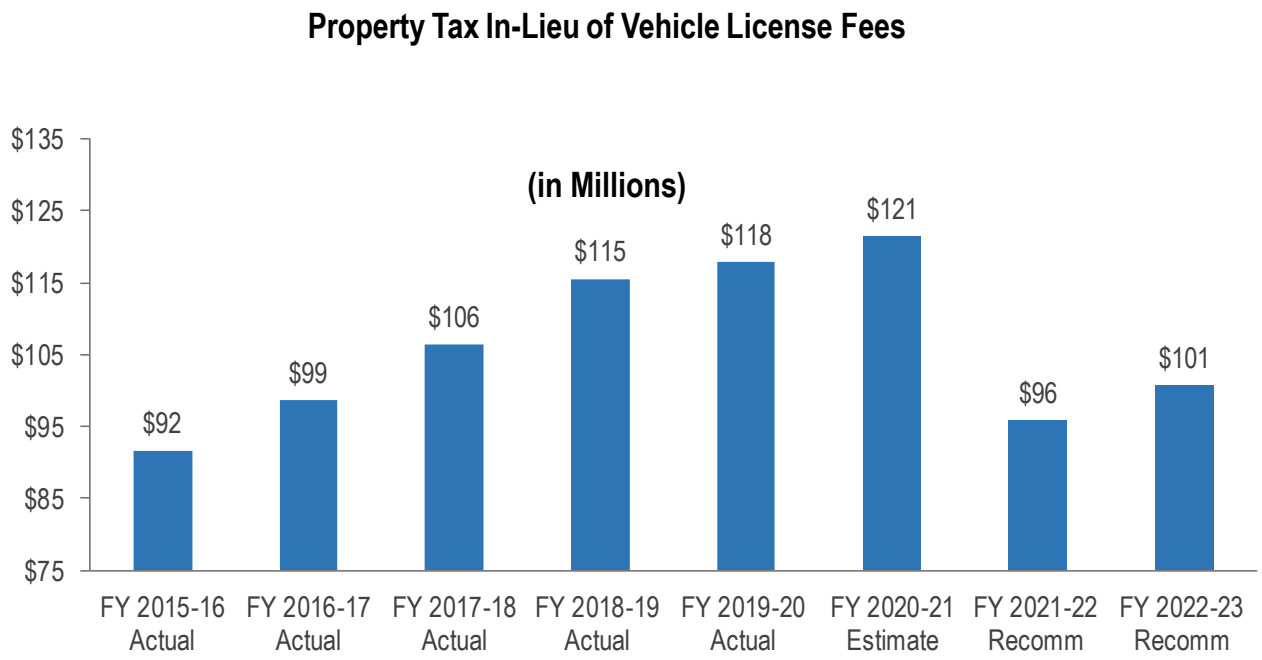
Pursuant to Board policy, the remaining portion of Excess ERAF may only be used for one-time purposes, including reductions in unfunded liabilities, capital and technology payments, productivity enhancements, and cost avoidance projects. When Excess ERAF exceeds projections, the excess is recognized in the year-end Fund Balance and appropriated the following fiscal year.

PROPERTY TAX IN-LIEU OF VEHICLE LICENSE FEES

As the number of Basic Aid school districts in a county increases, the pool of ERAF and property tax revenues from which the In-Lieu VLF amounts can be paid decreases. As a result, counties that have all, or almost all, Basic Aid districts may lack sufficient ERAF monies and LCFF District property taxes to pay the In-Lieu VLF amounts, thereby requiring special appropriations from the State Legislature. As the number of Basic Aid Districts has increased in San Mateo County, the County and cities within the County have historically faced shortfalls in their In-Lieu VLF amounts.

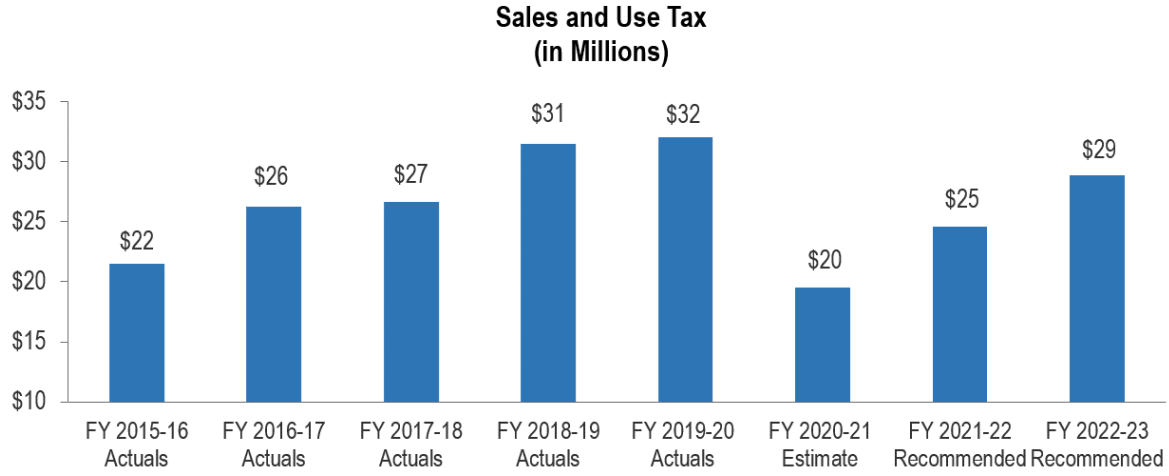


The County first experienced a shortfall of ERAF and property tax funds available to pay the In-Lieu VLF amounts, in fiscal years 2011-12. For each year in which the County has faced such a shortfall, however, the Legislature added a special appropriation to the State Budget to reimburse the County and cities for the In-Lieu VLF shortfall. In fiscal year 2019-20, the County and cities experienced an In-Lieu VLF shortfall of approximately of $9.8 million, of which the County's share represented $5.8 million. The County requested and obtained an appropriation from the State to reimburse the full amount of the 2019-20 shortfall, which is expected to be paid in August 2021. The County also experienced a shortfall of ERAF and property tax funds available to pay the In-Lieu VLF amounts in fiscal year 2020-21 which is currently estimated to be $96.1 million (the County's share of which is approximately $57.0 million), though is subject to revision based on incoming tax revenues. The County anticipates that VLF shortfalls on a scale similar to that experienced in fiscal year 2020-21 may continue annually in the future. As described above, historically, the State has reimbursed counties and other taxing entities for any In-Lieu VLF shortfalls via one-time budget appropriations. For the fiscal year 2020-21 shortfall and in the event of future shortfalls, the County will seek reimbursement from the State.



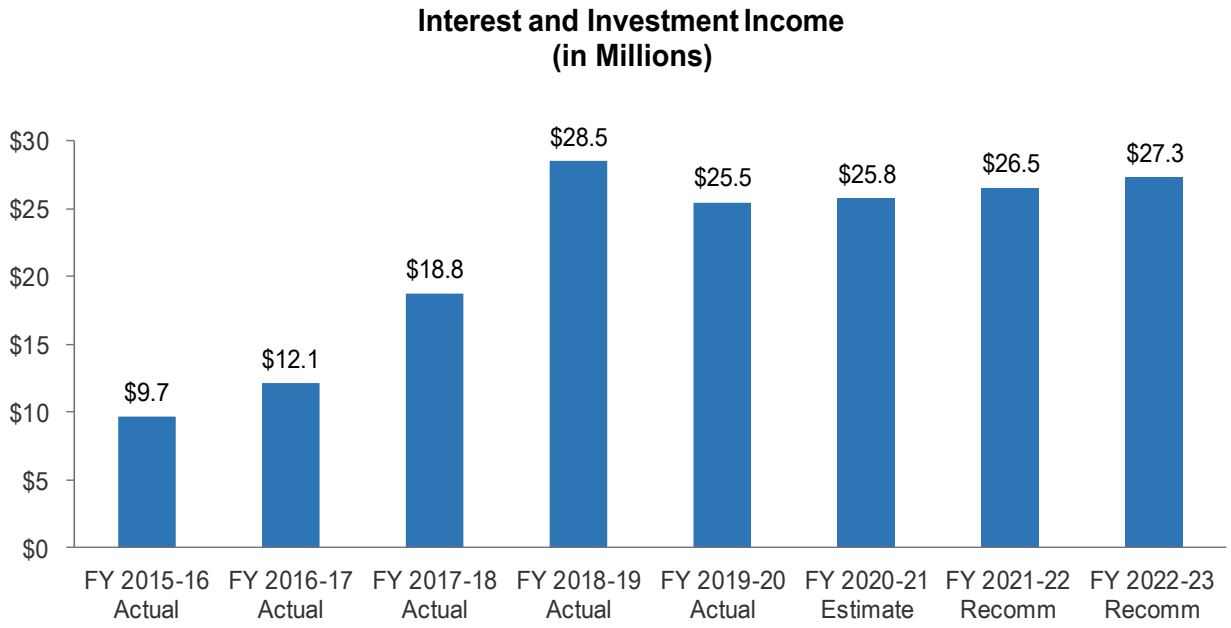
BRADLEY-BURNS ONE CENT SALES AND USE TAX

The County generates a significant portion of its sales tax revenue from San Francisco International Airport. Due to the significant reduction in air travel caused by the COVID-19 pandemic, sales and use taxes dropped by a projected 39 percent in FY 2020-21. This budget assumes that the Bradley-Burns one cent sales tax is projected to rebound by twenty six percent in FY 2021-22 and again in FY 2020-21 by seventeen percent. Even with this projected recoup of revenue, totals are still projected to be below pre-pandemic levels.



INTEREST EARNINGS AND OTHER INVESTMENT INCOME

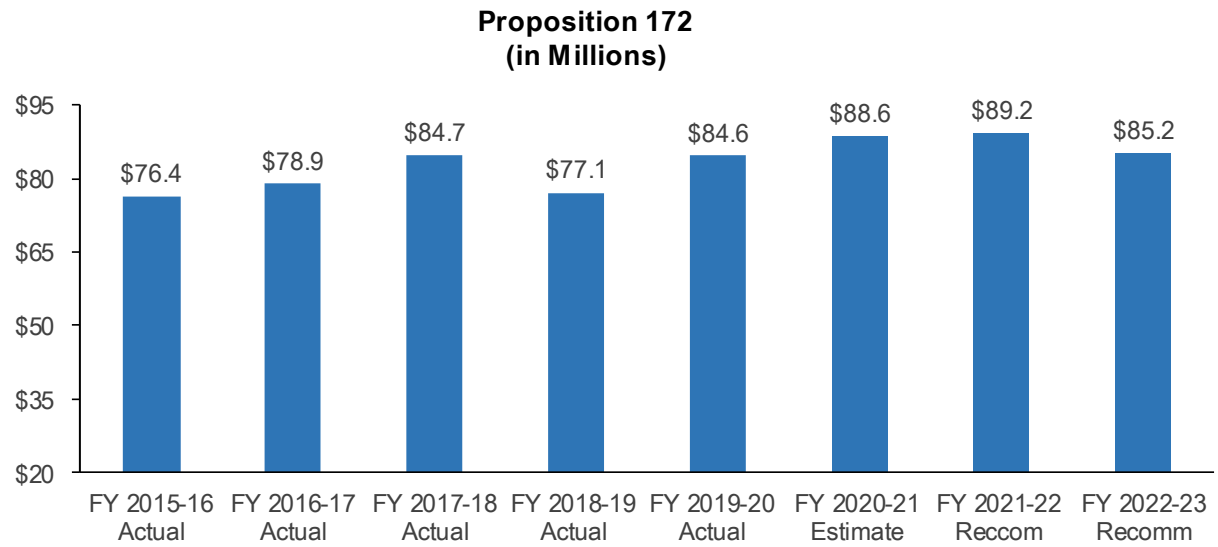
The County's conservative investment approach has yielded stable earnings in recent years. Due to both an above average County Pool and returns from a strong financial market, interest earnings have remained stable. The market experienced a short drop in FY 2019-20 but quickly recovered and the County anticipates continuing its earnings over the FY 2021-23 cycle with an average growth estimate of three percent.



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 county's proportional share of statewide sales. This factor is applied against monthly sales tax receipts in the current year for distribution to counties.

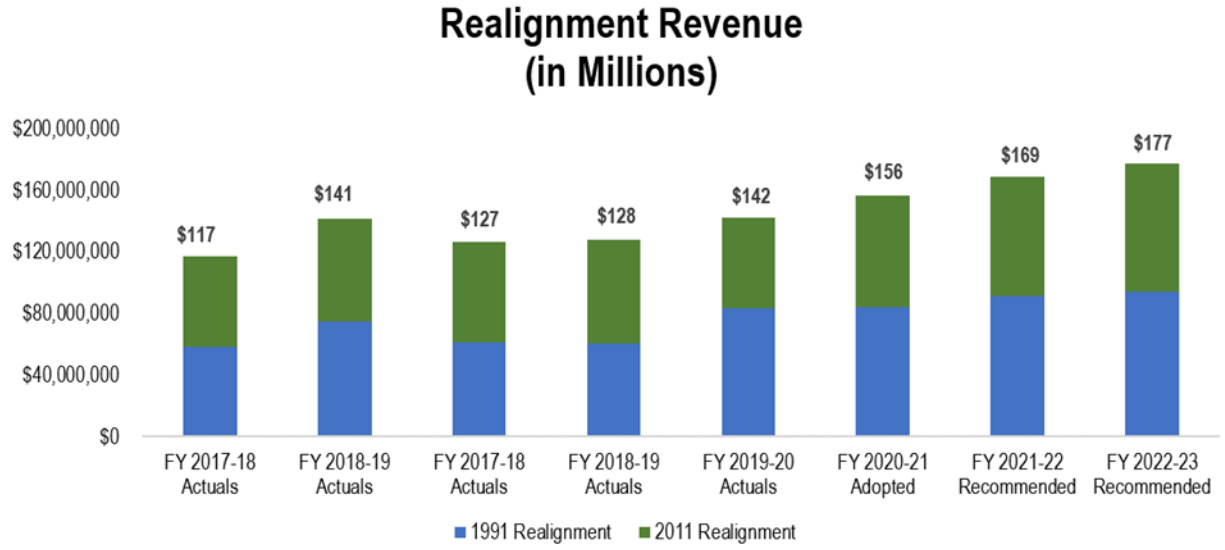
The chart below reflects budgeted allocations for FYs 2020-21, 2021-22 and 2022-23, which are roughly in line with revenue projections. The amount allocated in FY 2021-22 is $89.2 million, and the amount in FY 2022-23 is $85.2 million. It is anticipated that the amount will increase beyond what is shown here for FY 2022-23.



REALIGNMENT

1991 Realignment: The original realignment, established through legislation in 1991, changed the funding ratios between the State and County for many of social services programs. Revenues are based on a half-cent sales tax and 74.9 percent of Vehicle Licensing Fees (VLF). This funding source is projected to increase by eight percent in FY 2021-22 primarily due to projected economic recovery. There is a projected increase of three percent in FY 2022-23.

2011 Realignment: Set in legislation in FY 2011-12 under budget bill AB118, and revised in FY 2012-13 under budget bill SB1020, 2011 revenues consist of 1.0625 percent of sales tax and 0.5 percent of Vehicle Licensing Fees (VLF). This funding source is projected to increase by six percent in FY 2021-22, and seven percent in FY 2022-23.



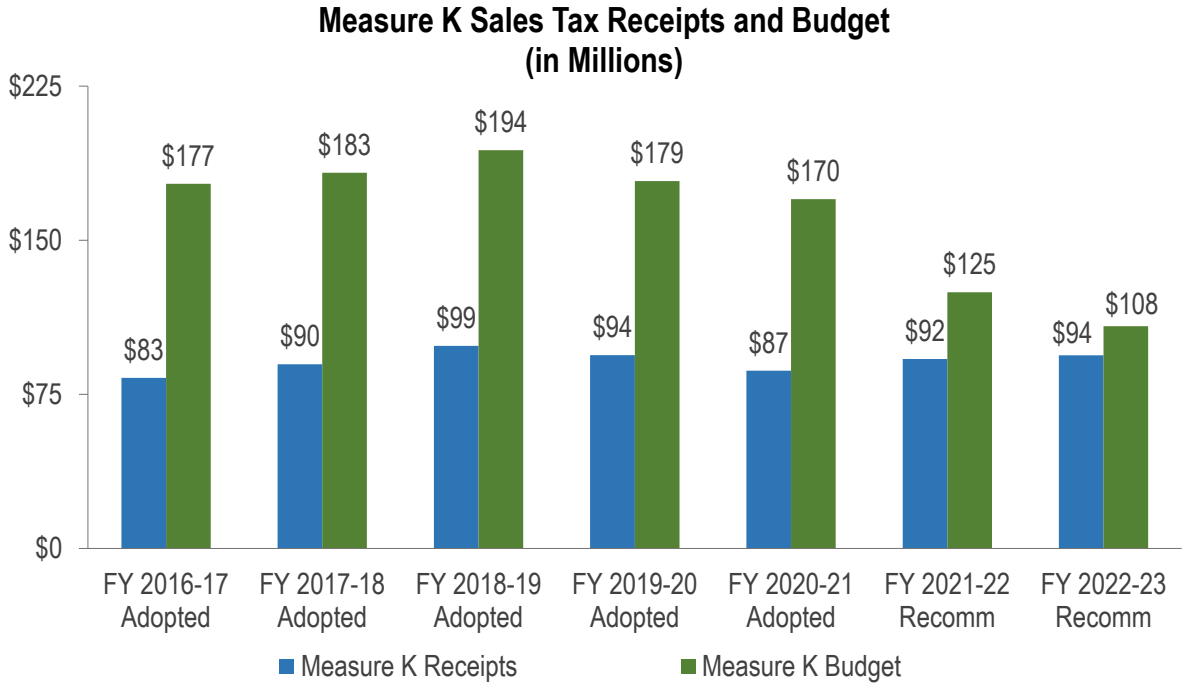
MEASURE K SALES TAX



Since the Measure K half-cent sales tax (originally title Measure A) was first passed by the voters in November 2012, the County has and will continue to use these funds to address quality of life issues across seven initiatives: Public Safety; Health and Mental Health; Youth and Education; Housing and Homelessness; Parks and Environment; Older Adults and Veterans' Services; and Community Services.

In FY 2020-21, Measure K generated an estimated $87 million, a drop from the $94 million generated in FY 2019-20 that reflects the impact of the COVID-19 pandemic on spending, particularly in the unincorporated area and within SFO. Measure K is projected to generate $92 million in FY 2021-22 and $94 million in 2022-23. 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. The amount projected for receipt in FY 2021-22 and FY 2022-23 is expected to grow at two percent in each year.

The difference between the receipt total (blue bar) and budgeted total (green bar) for each fiscal year is due to the rollover of unspent Measure K funds from the prior year, which are fully included in the Adopted Budget for each fiscal year. The budgeted totals for the FY 2021-23 Recommended Budget reflect the inclusion of some rollover Measure K funds (mainly for capital projects needing rollover funds for construction during the summer). All remaining rollover of unspent Measure K from the prior year will be adjusted in the Adopted Budget. Thus the budgeted amount in the Adopted Budgets for FY 2021-23 will be higher than the Recommended Budget amounts shown here.



**Measure K Budget values for FY 2016-17 through FY 2021-23 are higher than the Measure K receipts totals due to the inclusion of rollover funds from the prior fiscal year.*

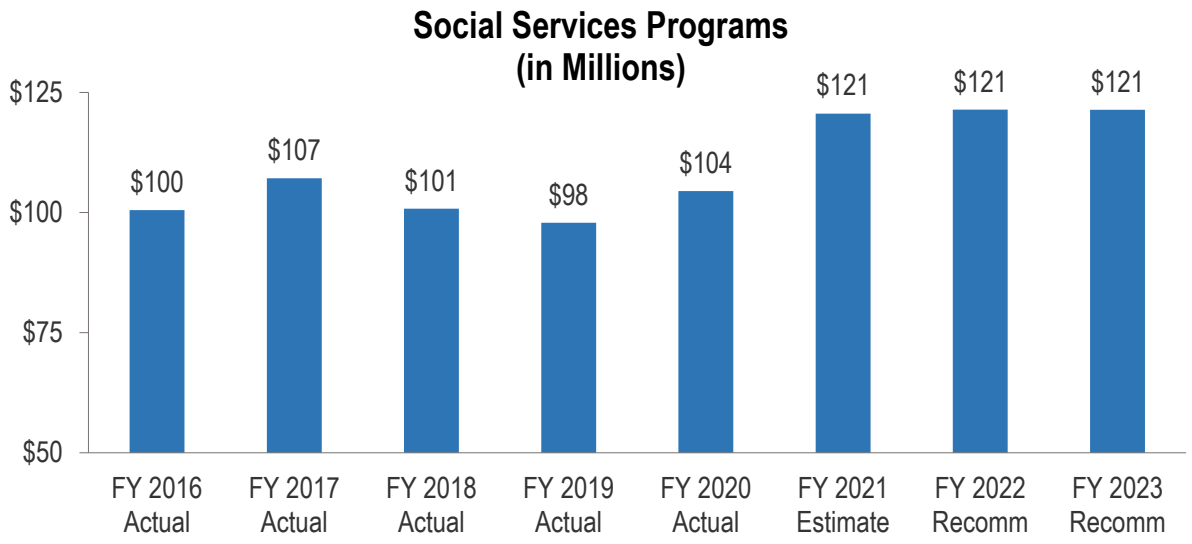
The anticipated Measure K revenue for FY 2021-22 is $92 million, a difference of approximately $13 million from the $78.9 million in Measure K revenue included in the County's FY 2020-21 Adopted Budget. On March 23, 2021, the Board approved the Measure K allocation plan for the FY 2021-23 Recommended Budget (shown in the table below), including identifying several new initiatives for the $13 million not already allocated to existing initiatives. The COLA removed in the FY 2020-21 Adopted Budget to meet reduced Measure K revenues is added back in this Recommended Budget, along with allocations for the Pescadero Fire Station and Fire Engine Replacement Fund, both of which were also reduced in the Adopted Budget. Other new one-time initiatives address key Board priorities, such as fire mitigation and homelessness. Note that the Measure K allocations in the table below are lower than the budgeted amounts for FY 2021-23 shown in the table above. The difference is due to the inclusion of rollover funds in the budgeted Measure K totals.

Allocation of FY 2021-23 Measure K Funds Approved by Board of Supervisors March 23, 2021	FY 2021-22	FY 2022-23	FY 2021-23 Total
Ongoing Allocations			
Continuing Initiatives	30,159,000	30,159,000	60,318,000
One-Time Allocations			
Affordable Housing Fund	20,000,000	20,000,000	40,000,000
Big Lift	8,100,000	8,100,000	16,200,000
Parks	5,000,000	5,000,000	10,000,000
ISD Technology Projects	5,000,000	5,000,000	10,000,000
Board District-Specific	5,000,000	-	5,000,000
FAA	2,166,503	2,166,503	4,333,006
Whole Person Care	2,000,000	2,000,000	4,000,000
Subtotal, Existing One-Time Allocations	*47,266,503*	*42,266,503*	*89,533,006*
New One-Time Expenditures			
Pescadero Fire Station	2,000,000	4,000,000	6,000,000
Fire Engine Replacement Fund	750,000	1,500,000	2,250,000
COLA Removal	1,150,000	626,180	1,776,180
Homelessness	2,500,000	2,500,000	5,000,000
Fire Mitigation	2,000,000	2,000,000	4,000,000
Active Transportation	500,000	-	500,000
Curiodyssey	1,000,000	-	1,000,000
Middlefield Road Bike Lane	-	200,000	200,000
Summer Reading Program Expansion to North Fair Oaks	66,667	66,667	133,334
Refresh Library - North Fair Oaks	500,000	-	500,000
Middlefield Road Solar Grid Installation	200,000	-	200,000
Flood and Sea Level Rise District	500,000	500,000	1,000,000
College for All	1,000,000	1,000,000	2,000,000
Tower Road Fire Station (Planning)	1,000,000	1,000,000	2,000,000
Subtotal, New One-Time Expenditures	*13,166,667*	*13,392,847*	*26,559,514*
Total	**90,592,170**	**85,818,350**	**176,410,520**

SOCIAL SERVICES REVENUE

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 (Medi-Cal enrollment, CalFresh, CalWORKs, General Assistance, Cash Assistance Program for Immigrants), Child Welfare Services, Foster Care, CalWORKs employment 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 $17 million in FY 2020-21 from current year projections in these funding sources due to increases of $5.2 million for State Block Grant for the Homeless Emergency Aid Program (HEAP) and other federal grants; $1.2 million in Covid-19 emergency relief; $1.1 million in assistance payments; and $9.5 million commensurate with the Agency's operating expenses, from all sources listed above.



HEALTH SERVICES REVENUE



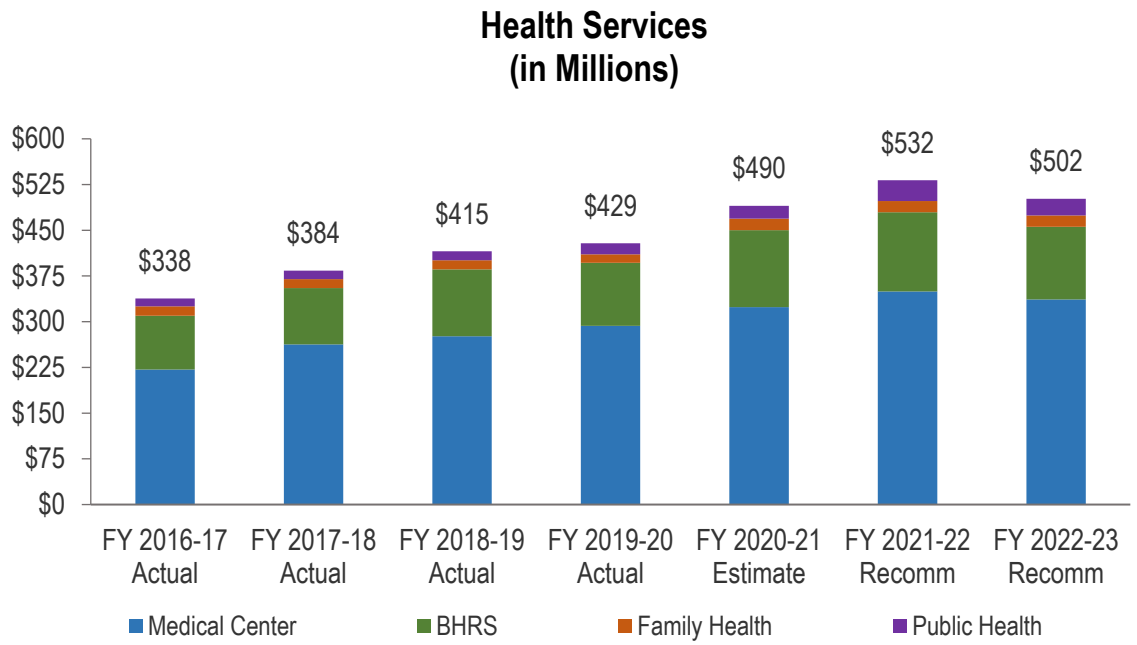
Behavioral Health and Recovery Services - In FY 2021-22, a net increase of $ 5.1 million in non-realignment intergovernmental revenue is due to increases in ongoing Mental Health Services Act (MSHA) revenue of $5.4M. This is offset by a reduction of $284,339 in miscellaneous federal aid. There is a net decrease of $1.4 million for department charges for services and institutional care combined due to decrease in Medi-Cal Federal Financial Participation and other reimbursements. In FY 2022-23, a net decrease of $ 8.7 million in non-realignment intergovernmental revenue is due to the expenditure of one-time MSHA funds from the previous year and a decrease in Medi-Cal IGT funds of $7.6 million. These decreases are partially offset by increases to realignment

funds. There is a net decrease of $1.9M in charges for services due to the exhaustion of time-limited funding from Health Administration.

Public Health - In FY 2021-22, a net increase of $3,525,520 in non-realignment intergovernmental revenue is due to an increase in one-time Epidemiology Laboratory Capacity grant funds for COVID-19 relief, cities' contributions to Animal Control oversight, and shifting structure of Whole Person Care Medi-Cal Waiver revenue. A net decrease of $146,921 in charges for services is primarily due to reduced laboratory services fees and Medi-Cal Administrative Activities revenue offset by realization of Medi-Cal FQHC revenue. In FY 2022-23, a net reduction of $286,999 in non-realignment intergovernmental revenue is due to reduction of the Medi-Cal Waiver program in the final six months of the budget cycle and reduction in Epidemiology Laboratory Capacity funds in the last full year of the grant.

Family Health Services - In FY 2021-22, a net decrease of $448,008 in non-realignment intergovernmental revenue is primarily due to the Public Health grant funding from the State and a net increase of $31,612 in charges for services is primarily due to increased Medi-Cal Administrative Activities/Targeted Case Management cost reimbursement. In FY 2021-22, there is no change in non-realignment intergovernmental revenue, and an increase of $109,655 in charges for services due to increased Medi-Cal Administrative Activities/Targeted Case Management cost reimbursement.

San Mateo Medical Center - In FY 2021-22, a net decrease of $15.1 million in non-realignment intergovernmental revenue is primarily due to additional revenues from the Quality Improvement Program (QIP). A net increase of $9.2 million in charges for services is due to additional net patient revenue as a result of continued progress in operational improvements and revenue increases for ambulatory care and hospital operation; and anticipated positive cost report settlements that historically have not been budgeted. In FY 2022-23, a net decrease of $18.2 million in non-realignment intergovernmental revenue is primarily due to the end of the WPC funding. Finally, a net increase of $5.1 million in charges for services in due to an anticipated increase in volumes and net patient revenue due to the better control and management of COVID-19.

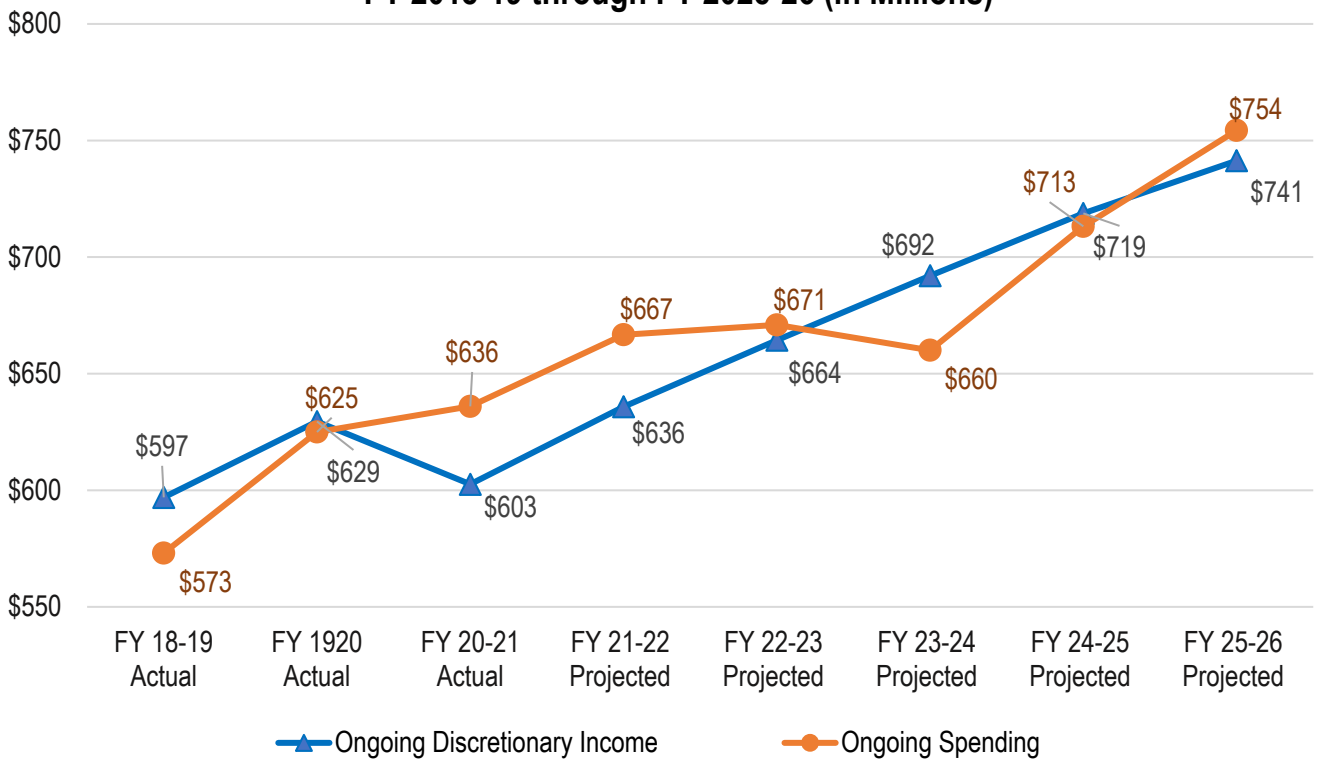


FIVE-YEAR REVENUE AND EXPENDITURE PROJECTIONS

Per the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award requirement F7, this section addresses the County's long-term financial plan.

The General Fund Discretionary Revenue and Expenditure Projections chart below illustrates that ongoing spending (orange line) is projected to exceed ongoing discretionary income (blue line) in FY 2021-23 and again in FY 2025-26. Along with the Capital Improvement Plan included in this section of the Budget, these projections are key components of the County's long-range operating financial plan, providing a big-picture look at the County's discretionary revenue and spending over the next five years. The County's long-range operating financial plan ensures the organization remains in good fiscal health so it can continue to deliver programs and services to the residents of San Mateo County and achieve the strategic goals and priorities laid out in Shared Vision 2025.

General Fund Discretionary Revenue and Expenditure Projections
FY 2018-19 through FY 2025-26 (in Millions)



For County budget planning purposes, ongoing discretionary revenues do not include Measure K sales tax revenues, which are expected to generate between $88.0 and $111.4 million each year over the next five years. The ongoing discretionary revenue projections also do not include the remaining 50 percent of Excess ERAF funds, which are currently being allocated for one-time purposes (see "County Reserves Policy" below), and do not include the impact of potential revenue shortfalls in County Health.

CHANGES IN PROJECTED FUND BALANCE – ALL FUNDS

Fund Balance: Fund Balance consists of resources remaining from prior years that are available to be budgeted in the current year, and the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, Fund Balance represents the sum of over-realized or unanticipated revenues and unspent appropriations or Reserves at the end of each fiscal year.

County of San Mateo
All Funds
FY 2021-22 Changes in Projected Fund Balance

Sub Fund Name	Estimated Fund Balance June 30, 2021	Recomm Revenues	Recomm Expenditures	Anticipated Carryforward	Estimated Fund Balance June 30, 2022	Percent Change
General Fund						
General Fund	581,996,765	1,650,963,962	2,232,960,727	391,195,736	391,195,736	(32.8%)
Special Revenue Funds						
Emergency Medical Services Fund	1,004,799	1,695,202	2,700,001	918,068	918,068	(8.6%)
Fish and Game Propagation Fund	54,071	2,000	56,071	54,071	54,071	--
Half-Cent Transportation Fund	944,088	2,223,693	3,167,781	--	--	(100.0%)
IHSS Public Authority Fund	860,804	32,077,316	32,938,120	860,804	860,804	--
Measure W - Half Cent Tax 2018	1,587,186	922,982	2,510,168	--	1,480,168	--
Road Fund	21,264,083	36,067,222	57,331,305	15,907,066	15,907,066	(25.2%)
Road Improvement Fund	4,042,367	499,500	4,541,867	3,541,867	3,541,867	(12.4%)
Structural Fire Protection Fund	9,655,489	12,107,411	21,762,900	5,504,541	5,504,541	(43.0%)
Waste Management	8,667,419	3,292,882	11,960,301	5,892,370	5,892,370	(32.0%)
Waste Management Programs	--	662,976	662,976	--	--	--
Enterprise Funds						
County Airports Fund	2,019,935	5,896,331	7,916,266	2,075,974	2,075,974	2.8%
Coyote Point Marina Operating Fund	2,104,877	1,525,460	3,630,337	2,104,877	2,104,877	--
Medical Center Enterprise Fund	--	438,437,484	438,437,484	--	--	--
Special Districts						
Public Works Special District Funds	42,906,625	26,067,730	68,974,355	33,134,713	33,134,713	(22.8%)
County Service Area #1 Fund	6,756,653	3,895,331	10,651,984	6,080,831	6,080,831	(10.0%)
County Service Area #8 Fund	5,300,272	3,118,771	8,419,043	5,025,514	5,025,514	(5.2%)
Debt Service Funds						
Debt Service Fund	24,083,748	39,627,688	63,711,436	21,453,060	21,453,060	(10.9%)
Capital Project Funds						
Accumulated Capital Outlay Fund	133,312,162	2,024,758	135,336,920	133,312,162	133,312,162	--
Capital Projects Fund	7,175,908	93,548,333	100,724,241	6,926,489	6,926,489	(3.5%)
Courthouse Temporary Construction Fund	605	1,364,422	1,365,027	--	--	(100.0%)

Sub Fund Name	Estimated Fund Balance June 30, 2021	Recomm Revenues	Recomm Expenditures	Anticipated Carryforward	Estimated Fund Balance June 30, 2022	Percent Change
CP - Parking Structure 2	--	10,000,000	10,000,000	--	--	
Criminal Justice Temporary Construction Fund	1,152,209	918,000	2,070,209	970,209	970,209	(15.8%)
Major Capital Construction Fund	--	80,280,000	80,280,000	--	--	--
Other Capital Construction Fund	--	--	--	--	--	--
Parks Acquisition and Development Fund	--	--	--	--	--	--
Parks Capital Projects Fund	1,795,154	13,268,792	15,063,946	1,795,154	1,795,154	--
Skylonda Project Fund	31,869	400,000	431,869	--	--	(100.0%)
Internal Service Funds						
Construction Services Fund	--	2,713,036	2,713,036	--	--	--
Motor Pool Internal Service Fund	16,676,561	8,429,634	25,106,195	15,955,855	15,955,855	(4.3%)
	873,393,649	**2,472,030,916**	**3,345,424,565**	**652,709,361**	**654,189,529**	**(25.1%)**

Fund Balance changes from FYs 2021-22 to 2022-23 greater than +/- 10 percent or $100,000 are explained below:

GENERAL FUND

- **General Fund –** The projected decline of $190.8 million or 32.8 percent is due to one-time capital and IT projects; accelerated pay down of the County's unfunded pension liability; and miscellaneous one-time revenue and expenditure adjustments.



SPECIAL REVENUE FUNDS

- **Half-Cent Transportation Fund** – Reduction in Fund Balance is due to appropriations for one-time transportation improvement projects.
- **Road Fund** – Reduction in Fund Balance is due to appropriations for one-time improvement projects, equipment purchases, repairs, and upgrades.

- **Road Improvement Fund** – Reduction in Fund Balance is due to appropriations for one-time road and bridge repair, reconstruction, and sealing projects.
- **Structural Fire Protection Fund** – Reduction in Fund Balance is due to one-time use of Reserves for contract expenses.
- **Waste Management** – Reduction in Fund Balance is due to the funding of new one-time programs and projects, including work towards the implementation of SB 1383, and outreach and enforcement of a disposable food service ware ordinance.

SPECIAL DISTRICTS

- **Public Works Special District Funds** – Reduction of Fund Balance for the various Special Districts administered by Public Works is due to anticipated one-time expenditures.
- **County Service Area #1 Fund** – Reduction in Fund Balance is due to use of Reserves for one-time equipment purchases.

DEBT SERVICE AND CAPITAL PROJECT FUNDS

- **Debt Service Fund** – Reduction in Fund Balance is due to increased expenditures for long-term debt repayment.
- **Courthouse Temporary Construction Fund** – Reduction in Fund Balance is due to one-time capital expenditures that will result in a balance of zero for both Fund Balance and Reserves.
- **Criminal Justice Temporary Construction Fund –** Reduction in Fund Balance is due to one-time capital expenditures.
- **Skylonda Project Fund** – Reduction in Fund Balance to zero is due to one-time capital expenditures that will result in the conclusion of the Skylonda Project.



REQUIREMENTS BY TYPE – ALL FUNDS

County of San Mateo

All Funds
FY 2021-22 and FY 2022-23 Expenditures by Type

	Actual FY 2018-19	Actual FY 2019-20	Revised FY 2020-21	Recomm FY 2021-22	Change FY 2021-22	Recomm FY 2022-23	Change FY 2022-23
Operating Expenditures							
Regular Salaries	561,011,394	598,333,336	668,435,200	677,631,385	9,196,185	681,130,944	3,499,559
Extra Help	34,996,375	38,177,966	44,932,144	46,995,179	2,063,035	43,515,887	(3,479,292)
Overtime	36,688,566	32,212,442	22,777,433	24,638,560	1,861,127	24,602,205	(36,355)
Retirement	236,193,119	188,468,521	273,328,606	244,400,367	(28,928,239)	245,860,030	1,459,663
Health Benefits	100,468,556	101,234,814	108,863,505	110,151,401	1,287,896	111,771,132	1,619,731
Statutory Compensation	53,272,799	57,934,637	59,953,836	60,777,456	823,620	61,268,733	491,277
Other Benefits	2,017,818	1,856,960	11,716,127	22,721,289	11,005,162	22,524,114	(197,175)
Salaries and Benefits	**1,024,648,627**	**1,018,218,677**	**1,190,006,851**	**1,187,315,637**	**(2,691,214)**	**1,190,673,045**	**3,357,408**
Drugs/Medical Supplies	29,810,050	47,417,263	32,357,106	37,749,075	5,391,969	34,417,684	(3,331,391)
Office Expense	29,640,069	37,372,826	51,196,673	49,579,539	(1,617,134)	45,099,385	(4,480,154)
Non-Capital Equipment	8,395,878	10,153,613	7,415,279	5,634,862	(1,780,417)	5,476,534	(158,328)
Facility/Equipment Maintenance	31,438,608	32,500,895	37,974,815	37,762,489	(212,326)	37,669,448	(93,041)
Utilities	20,462,643	22,738,312	22,535,775	23,071,651	535,876	23,932,630	860,979
Contracts for Services	229,767,403	283,579,803	402,014,540	398,552,502	(3,462,038)	328,886,868	(69,665,634)
Interagency Agreements	17,868,455	19,271,106	25,412,604	27,582,384	2,169,780	22,217,804	(5,364,580)
Public Assistance Programs	52,991,406	52,690,865	57,515,597	59,732,829	2,217,232	59,194,305	(538,524)
State Trial Court Contributions	16,550,273	18,553,710	16,994,375	16,994,375	0	16,994,375	0
Medical Center Contributions	58,121,621	58,121,621	63,646,621	63,621,621	(25,000)	58,121,621	(5,500,000)
Housing Project Contributions	6,725,849	6,691,754	22,751,976	20,456,221	(2,295,755)	18,926,916	(1,529,305)
Other Contributions	56,425,326	58,626,351	140,992,402	104,787,230	(36,205,172)	100,738,127	(4,049,103)
Internal Services/Overhead	180,609,643	189,203,936	202,979,883	201,142,865	(1,837,018)	177,869,834	(23,273,031)
Debt/Capital Financing	88,611,896	127,966,688	364,462,993	303,097,431	(61,365,562)	210,376,963	(92,720,468)
Other Financing Uses/Transfers	93,100,442	94,230,084	108,369,300	104,139,706	(4,229,594)	80,696,164	(23,443,542)
Other Operating Expense	122,484,968	131,890,744	242,304,558	191,410,993	(50,893,565)	173,330,837	(18,080,156)
Operating Sub-Total	**2,067,653,157**	**2,209,228,247**	**2,988,931,348**	**2,832,631,410**	**(156,299,938)**	**2,584,622,540**	**(248,008,870)**
Intrafund Transfers	(153,567,084)	(156,626,937)	(146,269,450)	(153,402,913)	(7,133,463)	(126,784,752)	26,618,161
Operating Total	**1,914,086,072**	**2,052,601,309**	**2,842,661,898**	**2,679,228,497**	**(163,433,401)**	**2,457,837,788**	**(221,390,709)**
Non-Operating Expenditures							
Capital Improvements	69,232,281	63,721,807	291,436,977	190,135,862	(101,301,115)	65,789,604	(124,346,258)
Capital Purchases	12,214,689	11,187,571	32,582,167	33,366,372	784,205	22,202,404	(11,163,968)
Expenditure Total	**1,995,533,042**	**2,127,510,688**	**3,166,681,042**	**2,902,730,731**	**(263,950,311)**	**2,545,829,796**	**(356,900,935)**
Reserves - General Fund	590,035,252	736,445,026	288,347,413	272,558,707	(15,788,706)	264,976,194	(7,582,513)
Reserves - Non-General Fund	308,551,727	328,606,562	172,368,421	170,951,672	(1,416,749)	157,953,108	(12,998,564)
TOTAL REQUIREMENTS	**2,894,120,021**	**3,192,562,275**	**3,627,396,876**	**3,346,241,110**	**(281,155,766)**	**2,968,759,098**	**(377,482,012)**

AUTHORIZED POSITION SUMMARY – ALL FUNDS

All Funds
Authorized Position Summary
FY 2021-22 and FY 2022-23

General Fund - Budget Unit	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Coroner's Office	14	14	15	15	0	15	0
District Attorney's Office	137	140	141	141	0	141	0
Probation Department	415	384	384	383	(1)	383	0
Sheriff's Office	820	816	822	811	(11)	811	0
Criminal Justice	**1,386**	**1,354**	**1,362**	**1,350**	**(12)**	**1,350**	**0**
Aging and Adult Services	142	144	144	144	0	144	0
Behavioral Health and Recovery Services	474	465	465	467	2	467	0
Correctional Health Services	82	88	88	88	0	88	0
Emergency Medical Services GF	10	10	10	10	0	10	0
Environmental Health Services	79	79	79	81	2	81	0
Family Health Services	184	182	177	176	(1)	176	0
Health Administration	27	24	24	24	0	24	0
Health Coverage Unit	28	27	27	26	(1)	26	0
Health IT	21	19	19	19	0	19	0
Public Health, Policy and Planning	110	131	136	148	12	148	0
Health Services	**1,157**	**1,169**	**1,169**	**1,183**	**14**	**1,183**	**0**
Children and Family Services	205	211	210	210	0	210	0
Community Capacity	7	8	9	9	0	9	0
Department of Child Support Services	73	68	67	69	2	69	0
Economic Self-Sufficiency	368	367	369	369	0	369	0
Employment Services	53	54	54	54	0	54	0
Homeless and Safety Net Services	7	7	7	7	0	7	0
Office of Agency Director	95	93	93	95	2	95	0
Vocational Rehab Services	35	35	34	34	0	34	0
Social Services	**843**	**843**	**842**	**846**	**4**	**846**	**0**
Agriculture/Weights and Measures	30	30	30	30	0	30	0
Department of Housing	16	19	19	19	0	19	0
Engineering Services	21	21	21	21	0	21	0
Facilities Services	114	114	115	118	3	118	0
Office of Sustainability	21	18	18	19	1	19	0
Parks and Recreation	72	74	74	74	0	74	0
Planning and Building	58	67	67	67	0	67	0
Public Safety Communications	74	75	75	78	3	78	0
Public Works Administration	36	36	39	39	0	39	0
Real Property Services	4	5	5	6	1	6	0

General Fund - Budget Unit	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Utilities	13	13	13	14	1	14	0
Vehicle and Equipment Services	1	1	1	1	0	1	0
Community Services	**460**	**473**	**477**	**486**	**9**	**486**	**0**
Assessor-County Clerk-Recorder	130	155	155	156	1	156	0
Board of Supervisors	23	22	22	22	0	22	0
CMO Revenue Services	22	22	19	19	0	19	0
Controller's Office	46	51	51	53	2	53	0
County Counsel's Office	49	49	49	49	0	49	0
County Manager/Clerk of the Board	36	50	58	62	4	62	0
Human Resources Department	62	63	63	63	0	63	0
Information Services Department	128	135	135	135	0	135	0
Shared Services	12	12	12	12	0	12	0
Treasurer - Tax Collector	34	34	34	34	0	34	0
Administration and Fiscal Services	**542**	**593**	**598**	**605**	**7**	**605**	**0**
Total General Fund	**4,388**	**4,432**	**4,448**	**4,470**	**22**	**4,470**	**0**

Non-General Fund	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-11	Recomm 2022-23	Change 2022-23
Airports	9	10	10	10	0	10	0
Coyote Point Marina	3	3	3	3	0	3	0
San Mateo Medical Center	1,050	1,039	1,039	1,042	3	1,042	0
Enterprise Funds	**1,062**	**1,052**	**1,052**	**1,055**	**3**	**1,055**	**0**
Road Construction and Operations	77	77	77	77	0	77	0
Solid Waste Management	6	8	8	9	1	9	0
Special Revenue Funds	**83**	**85**	**85**	**86**	**1**	**86**	**0**
Utilities	8	8	8	8	0	8	0
Special Districts	**8**	**8**	**8**	**8**	**0**	**8**	**0**
Construction Services	10	10	10	10	0	10	0
Vehicle and Equipment Services	14	13	13	13	0	13	0
Internal Service Funds	**24**	**23**	**23**	**23**	**0**	**23**	**0**
Non-General Fund Total	**1,177**	**1,168**	**1,168**	**1,172**	**4**	**1,172**	**0**
Total All County Funds	**5,565**	**5,600**	**5,616**	**5,642**	**26**	**5,642**	**0**

Non-County Funds (Information Only)	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-11	Recomm 2022-23	Change 2022-23
County Library (Information Only)	123	123	123	135	12	135	0
Department of Housing	47	47	48	48	0	48	0
First 5 San Mateo County (Information Only)	8	8	8	8	0	8	0
Local Agency Formation Commission (Information Only)	2	2	2	2	0	2	0
Retirement Office (Information Only)	24	23	23	23	0	23	0
Non-County Funds (Information Only)	**204**	**203**	**204**	**216**	**12**	**216**	**0**
All Positions	**5,769**	**5,803**	**5,820**	**5,858**	**38**	**5,858**	**0**

Position Changes Detail FY 2021-22:

CRIMINAL JUSTICE

Sheriff's Office: Adds one Sheriff's Captain, three Sheriff's Lieutenants, one Information Technology Manager – Unclassified, one Senior Information Technology Analyst, one Senior Information Technology Technician – Unclassified, one Lead Crime Analyst – Unclassified, two Crime Analysts – Unclassified, one Accountant II – Unclassified, one Human Resources Manager I, and one Legal Office Specialist Supervisor; deletes one Sheriff's Captain, one Sheriff's Captain – Unclassified, three Sheriff's Lieutenants, five Deputy Sheriffs, one Program Services Manager II, one Program Coordinator I, one Supervising Criminalist, one Administrative Assistant II, one Legal Office Services Supervisor, one Legal Office Services Manager I, one Office Specialist, one Information Technology Analyst, one Lead Crime Analyst, five Crime Analysts – Unclassified, for a net reduction of 11 positions.

Probation Department: Deletes one Administrative Secretary III – Confidential for a net reduction of one position.

(Net change is a reduction of 12 positions in Criminal Justice.)

HEALTH SERVICES

Health Coverage Unit: Deletes one Senior Management Analyst for a net reduction of one position.

Public Health, Policy and Planning: Adds one Administrative Assistant II – Confidential, one Communicable Disease Investigator, two Associate Management Analysts – Unclassified, one Program Coordinator II – Unclassified, one Administrative Assistant II – Unclassified, one Medical Office Specialist – Unclassified, one Medical Office Assistant II, one Case Management/Assessment Specialist – Unclassified, one Fiscal Office Specialist – Unclassified, one Medical Office Assistant II, one Senior Management Analyst, one Nurse Practitioner – Unclassified, and one Community Program Specialist I; deletes one Office Specialist and one Communicable Disease Investigator – Unclassified, for a net addition of 12 positions.

Environmental Health Services: Adds one Environmental Health Program Supervisor and one Hazardous Materials Specialist III, for a net addition of two positions.

Behavioral Health and Recovery Services: Adds one Marriage and Family Therapist, one Community Program Specialist II, one Case Management Assessment Specialist II, one Marriage and Family Therapist, and one Case Management Specialist III; deletes one Social Worker III, one Mental Health Counselor I, and one Medical Office Assistant II, for a net addition of two positions.

Family Health Services: Deletes one Dietician for a net reduction of one position.

San Mateo Medical Center: Adds one Clinical Laboratory Scientist II, one Lead Patient Services Assistant, three Medical Surgical Nurses, one Social Worker III, one Psychologist II, one patient Services Assistant II, one Associate Management Analyst – Unclassified, one Community Health Planner, and one Community Program Analyst II; deletes one Laboratory Assistant II, one Lead Patient Services Assistant, three Licensed Vocational Nurses, one Social Worker I, one Psychologist II, and one Patient Services Assistant II, for a net addition of three positions.

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

SOCIAL SERVICES

Human Services Agency: Adds two Human Services Managers II, one Human Services Analyst II, one Accountant II, and one Information Services Project Manager I; deletes one Office Specialist, one Human Services Manager I, and one Human Services Manager II for a net addition of two positions.

Department of Child Support Services: Adds two Child Support Specialists for a net addition of two positions.

(Net change is an addition of four positions in Social Services.)

COMMUNITY SERVICES

County Libraries: Adds one Senior Librarian, two Librarians II, one Community Program Specialist II, four Library Assistants I, two Library Assistants II, one Senior Graphics Specialist, one BLIS Library Manager II, one RAR Librarian II, and one Office Assistant II; deletes one Library Assistant II and one Senior Library Assistant, for a net addition of 12 positions.

Office of Sustainability: Adds one Administrative Assistant II – Classified and one Resource Conservation Specialist III, for a net addition of two positions.

Department of Public Works: Adds two Stationary Engineers II, one Utility Worker II, and one Office Specialist – Unclassified, for a net addition of four positions.

Real Property Services: Adds one Real Property Agent II and one Real Property Agent I; deletes one Fiscal Office Specialist for a net addition of one position.

Agriculture/Weights and Measures: Adds one Administrative Assistant I and deletes one Fiscal Office Specialist for a net change of zero positions.

Public Safety Communications: Adds one Administrative Assistant II, one Office Specialist, and one Office Assistant II for a net addition of three positions.

(Net change is an addition of 22 positions in Community Services.)

ADMINISTRATION AND FISCAL SERVICES

County Manager/Clerk of the Board: Adds one Chief Equity Officer, one Accountant I/II, one Director of Office of Emergency Services, and one Administrative Assistant II for a net addition of four positions.

Assessor-County Clerk-Recorder: Adds one Accountant I/II for a net addition of one position.

Controller's Office: Adds one Associate Management Analyst, one Departmental Systems Analyst, and one Office Specialist; deletes one Administrative Assistant I for a net addition of two positions.

County Counsel's Office: Adds one Chief Deputy County Counsel and deletes one Deputy County Counsel for a net change of zero positions.

(Net change is an addition of seven positions in Administration and Fiscal Services.)

Capital Projects Summary: Capital Improvement Plan FY 2021-23

Capital projects are the one-time outlay of funds for construction, acquisition, structural improvements, and non-structural renovations to County-owned facilities. They also include major construction, renovation, or rehabilitation of County infrastructure assets such as roads, utilities, and airports, and investments in countywide technology such as information systems, infrastructure, security, data, and applications. Large-scale projects may extend over several years.

In the spring of 2018, the County Manager's Office released its first Five-Year Capital Improvement Plan (CIP), encompassing projects managed or supported by the following departments: Project Development Unit (PDU) located in the County Manager's Office, Department of Public Works (DPW), Parks Department, and Information Services Department (ISD). Pursuant to Section 2.80.080 of the San Mateo County Ordinance Code, the full FY 2021-26 CIP will be transmitted to the Board with the FY 2021-23 September Revisions.

The projects in the FY 2021-23 Budget total $466 million, of which bond proceeds and the General Fund account for the largest funding sources, and the PDU accounts for the largest share of project costs. The impact of projects included in the CIP on current and future operating budgets are factored into the County's long-range operating fiscal plans.

Funding Source	FY 2021-22 Recommended	FY 2022-23 Recommended	FY 2023-26 Projected*	Five Year Total
General Fund	129,931,258	65,917,747	134,700,000	330,549,005
Bond	82,503,802	104,000,000	73,235,000	259,738,802
Departmental Funded	27,366,632	526,626	18,000,000	45,893,258
Facility Condition Improvement Program (FCIS)	10,042,947	9,183,246	21,000,000	40,226,193
Measure K	18,661,776	7,750,000	1,700,000	28,111,776
Other	7,412,013	2,758,166	6,000,000	16,170,179
Total	**275,918,428**	**190,135,785**	**254,635,000**	**720,689,213**

* *Projected budgeted amounts for FY 2023-26 are estimates and will be further evaluated and adjusted in the future*

For the purposes of the FY 2021-23 Recommended Budget, this CIP only reflects the County's funding commitments for the first two years of the five-year period covered by the forthcoming plan; funding amounts in FY 2023-26 are provided for long-term planning purposes. Also, FY 2021-23 funding amounts for projects summarized here include any rollover of unspent appropriations from prior years. Therefore, these totals may be higher than the actual project amounts entered in the Recommended Budget.

Detailed project lists and budgets can be found in the budget unit sections of the Recommended Budget.

The role and types of capital projects managed by PDU, DPW, and Parks are described below, followed by

highlights of major projects under each department.

County Manager's Office, Project Development Unit – In January 2017, the Board of Supervisors authorized the creation of the PDU in the County Manager's Office to manage major, ground-up, capital improvement projects. Several major projects have been completed, several are under construction, and others are in the design or planning phase. Projects are funded mainly through debt financing, as well as Measure K, General Fund, and other Capital Reserves. PDU projects typically replace aging and/or leased facilities. Projects are expected show leadership in sustainable building while reducing long-term operating costs through efficient design.

PDU PROJECTS

- **County Office Building 3 (COB3)** – The COB3 project anticipates construction of a 207,000 square foot office building for approximately 600 County employees, containing multiple levels of offices, workspaces, conference rooms, and shared amenities, along with the Board of Supervisors chambers. COB3 will be located at the site directly east of the Hall of Justice, bordered by Marshall Street to the south and Middlefield Road to the east. The project will include a new public promenade to connect COB3 with existing County facilities. Consistent with County priorities, COB3 will be designed to achieve sustainability goals including certification in Leadership in Energy and Environmental Design (LEED) and Zero Net Energy (ZNE). COB3 will improve the services provided to county residents and provide a quality workplace environment and amenities to County staff. Project completion is estimated in FY 2024-25.

- **County Government Center Parking Structure II (PS2)** – The new parking structure will be located on the corner of Veterans Boulevard and Middlefield Road just north of the existing Parking Garage. The new seven-level structure will provide 1,022 parking spaces. At opening, it will include 124 electric vehicle charging spaces, with substantial capacity to expand that number as demand increases. Powered by a rooftop solar photovoltaic system, PS2 will generate energy that will be allocated to support the ZNE design at County Office Building 3. Project final completion is estimated in FY 2021-22.

- **San Mateo Medical Center** – The project comprises renovation of the ground floor of the Nursing Wing and the Central Plant to house Office of Statewide Health Planning and Development (OSHPD) essential services from the existing Health Administration Building, demolition of the Health Administration Building and the Health Services Building, and construction of a new non-OSHPD administration building. The new non-OSHPD administration building will be approximately 87,000 SF and will be constructed in two separate phases. The project will create additional parking, co-locate all public-facing services, and provide a prominent entrance to the campus. Project completion is estimated in FY 2023-24.

- **Cordilleras Mental Health Facility Replacement** – Cordilleras Center is a County-owned 117-bed psychiatric facility serving seriously mentally ill residents. It was designed as a hospital for tuberculosis patients decades ago and is deteriorating and expensive to maintain. The project consists of replacing the large existing facility with multiple new residential facilities that create a smaller scale, homelike setting that will be more conducive to patient treatment and recovery. The new facilities will be arrayed on the site to allow the existing building to remain in operation throughout construction and to allow construction of all new buildings in a single phase. The replacement facility will be designed to provide effective programs to transition seriously mentally ill residents back to community living. The project is currently in the mass grading and site utility installation phase. The initial soil nail wall installation, retaining wall excavation, rebar installation and trenched utilities for Pacific Gas and Electric (PG&E), and connections for the new water tank have begun. Creek restoration work in the riparian zones around the project site is also underway. Project completion is estimated in FY 2023-24. This project will be financed through proceeds from 2021 Series A bonds.

- **South San Francisco Health Campus** – The project is a new multiservice health campus and office space to serve the growing population of the County's north region providing adult and pediatric primary care, express care, dental and optometry services, and behavioral health and recovery services. The project will be located on the County's existing north county courthouse property where probation and the courts have existing facilities. The project design and permitting have been completed. The project will be constructed at a time to be determined by the Board of Supervisors.

- **Animal Shelter Replacement** – In FY 2020-21, the County completed construction on its new animal shelter. The new facility is equipped to meet modern standards and best practices for animal care. The new facility will provide animal control, licensing, public receiving, domestic animal holding, and other services to all cities and unincorporated areas in the County.

- **Skylonda Fire Station 58 Replacement** – Occupancy of the new fire station, which provides first responders with a modern facility to better support critical fire protection services in the region, occurred in FY 2020-21. The project Design-Build Entity was terminated with a small percentage of exterior landscape work remaining and the Surety will complete the project in FY 2021-22.

- **Pescadero Fire Station 59 Replacement** - The project will replace County Fire Station No. 59 in Pescadero, which is aging and susceptible to flooding in the winter, with an all-new state of the art facility on a parcel adjoining Pescadero High School. At the existing site, the project includes demolition of the barracks building and minor remodeling of the apparatus bay. The project's schematic design was prepared (in conjunction with the design by DPW of an extension to the CSA-11 water system) for submission to the Coastal Commission by the Planning Department. Detail design is on hold awaiting the Coastal Commission's approval of an Amendment to the Local Coastal Permit. A formal project budget has not been adopted. Measure K funding for planning and design were allocated for FY 2021-23

- **Tower Road Fire Station 17 Replacement** - The project will replace existing County Fire Station No. 17 in San Mateo, which is more than 65 years old and past its useful life. The new facility will provide state-of-art fire station emergency response and training services. The redevelopment will augment existing emergency command capacity in the region, increase its ability to preserve and protect critical resources, enhance training and retention, drive recruitment, and deepen the cooperative relationship between SMCFD and the CAL Fire service organizations. A formal project budget has not been adopted. Measure K funding for planning and design were allocated for FY 2021-23.

- **Maple Street Navigation Center** - The project will address one of the County's top priorities, to house its most vulnerable population and provide support and individuals who are transitioning from homeless shelter to permanent housing. This current project concept is a 200-bed permanent Navigation Center with approximately 100 units devoted to Transitional Housing. The elements may be part of one conventional building with shared amenities to optimize services and reduce project costs or as part of an array of multiple prefabricated modular units installed on site. The project will be constructed on Maple Street property currently owned by the County or an adjacent Maple Street property to be acquired from Redwood City.

DEPARTMENT OF PUBLIC WORKS

The Department of Public Works (DPW) manages a variety of capital improvement projects funded through various sources. In general, improvement projects in the various special revenue and enterprise funds are funded by restricted revenues, loans, and state and federal grant proceeds.

Utilities construction projects are funded by revenues received from the special district funds in which the improvement is to be completed. Examples of utility capital improvements are constructing street lighting, water distribution and sewer main replacement projects. In FY 2019-21, the Utilities Program will continue to implement projects identified in the Sewer Master Plans or identified based on results of recent condition assessment programs for each district. It is anticipated this work will have a positive long-term effect on the maintenance cost per mile by reducing infrastructure failures.

Road capital improvement projects are typically funded from highway user tax revenue and mitigation fees. Examples of road capital improvements include road reconstruction projects and bridge improvement projects. In the long-term, projects such as these are necessary to maintain and improve the pavement condition of our roads and our bridges within the County-maintained road system.

Capital improvement projects at San Carlos and Half Moon Bay Airports (Airports) are funded from revenue in the Airport Enterprise Fund. DPW also receives Federal Aviation Administration (FAA) Measure K fuel sales tax allocations for capital projects and other activities at County Airports. FAA grant funding is often leveraged to implement improvement projects that will enhance utility and safety of both Airports. These improvement projects result in better service to the community and help to maintain a high level of occupancy in Airport-owned hangars. A high-level of occupancy helps to maintain revenue at the Airports, which is then used to fund the operation and maintenance of both County-owned Airports.

Facilities improvement projects are typically funded from facility surcharge receipts, General Fund, and Measure K contributions.

DEPARTMENT OF PUBLIC WORKS – MAJOR PROJECTS

- **East Palo Alto City Hall Improvements** – The project will replace the complete HVAC equipment and distribution system with a new, all-electric central plant at the East Palo Alto City Hall as well as provide improvements to the security measures, ceilings, lighting, and roof of the building. The Project is funded through Non-Departmental Services and is estimated to be completed in FY 2020-21.

- **Safe Harbor Homeless Shelter Expansion Project** – This project will reconfigure the existing facility to allow for additional bed and restroom space as well as improve the functionality and safety of the case management offices and front entrance to the facility. Additionally, the existing wheel chair lift will be replaced by a new, more efficient and reliable system to allow access to the mezzanine level.

- **San Mateo Medical Center Nurse Call System** – We will be replacing the existing failing nurse call system with a new Hillrom NaviCare Nurse Call system throughout the existing Medical Center facility. This system will support effective communication between patient and staff including audio and visual alerts to the nursing stations. The new system will allow for easy expansion and addition of components to meet the future needs of individual departments.

- **Highway 1 Parallel** – The Project includes the design and construction of an approximately 0.9-mile multi-use trail parallel to Cabrillo Highway (Highway 1) in the Caltrans right-of-way between Coronado Street and Mirada Road. The trail will become a component to the California Coastal Trail network, a network of public trails for pedestrians, cyclists, equestrians, and others along the 1,200 miles coastline. The trail will provide cyclists and other non-vehicular traffic a safe commute route from El Granada to areas south of El Granada.

- **Hall of Justice Court Tenant Improvements** – This project will remodel the office space currently occupied by the County Manager's Office and Board of Supervisors on the first floor in the Hall of Justice, to be used by the Courts once COB3 is completed and occupied. Currently these improvements are in the design phase.

- **Radio Shop Project at Grand Yard** – The site on Chestnut Street in Redwood City, currently housing Agriculture/Weights and Measures, will be demolished to allow for the construction of the new Radio Shop. The new structure will be a 13,400 SF 1-1/2 Story structure specifically designed to accommodate the staff, equipment, storage, and a covered shelter for the Radio Shop operation.

- **Maple Street Correctional Center Photovoltaic System** – This project is to install a 330kW Solar Photovoltaic Array at the LEED Gold rated Maple St Correctional Facility. This project will lead to lower operating costs, lower Green House Gas emissions, and promote equity in County services. This project is currently in the design phase and is expected to be implemented in 2021.

- **Utilities Water Supply Projects** - The first project includes seismic retrofit work and installation of an aeration system at the CSA 7 treated water tank to reduce the disinfection byproduct levels in the treated water, as required by the State Water Resources Control Board Division of Drinking Water. Another project will replace an existing CSA 7 water main and relocate an existing water main outside of San McDonald Park into segments of Pescadero Creek Road.

In addition to projects described above, DPW has a list of more than 150 smaller scale projects, which are budgeted in Capital Projects (8500D) and are funded through General Fund Reserves, Measure K, Facility Surcharges, and Department Reserves. Projects are primarily aimed at improving facility conditions, extending the lives of existing facilities, and decreasing operating costs. DPW provides much of this work through the following programs:

- **Facilities Condition Index System** – The Facilities Condition Index System (FCIS) identifies specific equipment for replacement based on age and condition. FCIS projects have replaced various key building systems and equipment before failure, reducing operating costs as well as inconveniences to staff and disruptions to operations resulting from unplanned equipment breakdown and failure. Replacing old, inefficient equipment has reduced energy consumption while improving office environments for County staff and clients.

- **Strategic Energy Master Plan** – In December 2012, the Board adapted the Strategic Energy Master Plan (SEMP) for County facilities. The SEMP established energy reduction goals and provided a roadmap for achieving them. SEMP goals include: (1) reduce the energy consumption per square foot in County facilities by 25 percent by 2020; (2) reduce greenhouse gas emission in County facilities by 15 percent by 2020; (3) reduce water consumption in County facilities by 10 percent by 2020; and (4) procure/generate 25 percent of electric energy from renewable sources by 2020. The Energy Program led to several successful projects to achieve these goals and exceeded the Energy targets in 2020. The Program has resulted in County Green House Gas emissions significantly reducing, and utility costs remaining unchanged while the utility rates and county building footprint both increasing over the years. The Energy Program continues to evolve and expand aggressively to meet the County's and State's Energy pledges of Zero Net Green House Gas Emissions, working with facilities to maintain and operate our systems efficiently, phasing out fossil fuel run equipment, and installing renewable energy generation on county facilities, while continuing to procure a 100% renewable energy.

PARKS DEPARTMENT

Historically, the Department of Public Works managed capital projects on behalf of the Parks Department ("Department"). Over the past few years, the Department has taken over management of several capital projects located in County parks in an effort to streamline processes and address workload concerns. The Department's capital projects are funded through a variety of sources, including Measure K, General Fund, grants, and donations. Projects typically include facility and infrastructure replacement and upgrades, and road and trail reconstruction and development. This work improves visitor experience and safety within County parks, reduces ongoing maintenance costs, and often reduces utilities costs as aging facilities and infrastructure are replaced with newer, more efficient facilities.



PARKS – MAJOR PROJECTS

- **Coyote Point Eastern Promenade Rejuvenation Project** – The new Coyote Point Eastern Promenade aims to revive the popular Coyote Point waterfront and improve the Bay Trail while designing shoreline improvements that are adaptable to sea level rise. The project will stabilize the erosion that is undercutting the existing promenade, while providing an improved waterfront trail for a wide variety of non-motorized activities including skating, bicycling, walking, and jogging. Viewpoints and rest areas will also be available on the promenade. The project will connect to the western promenade shoreline. Design improvements include the addition of 170 feet of a newly-engineered beach, improved parking facilities, and a new restroom facility. Funded primarily by Excess ERAF, the project is estimated to be completed in FY 2021-22.

- **Memorial Park Facility Improvements** – Phase One of the Memorial Park Facility Replacement Project consisted of constructing seven new restroom and shower buildings throughout Memorial Park. Using a single-stall, gender-neutral, and accessible design, the new facilities will provide a more comfortable and accessible camping experience for guests. Other Memorial Park facility upgrades also include park-wide paving, Phase Two of the Memorial Park Facility Replacement Project, and infrastructure improvements to enhance the visitor experience. Many of the current facilities at Memorial Park are in a state of much-needed repair and/or replacement. Facility improvements will not only improve visitor experiences, but also lessen the continued strain on park resources, including staff time to make repairs. The Parks Department's goal is to implement these upgrades throughout the park in advance of Memorial Park's 100th Anniversary in 2024. The projects mentioned above are primarily funded by Excess ERAF and Measure K.

- **Flood Park** – Re-Imagine Flood Park is a complete overhaul of Flood County Park that includes the renovation of the existing baseball field, construction of a new soccer/lacrosse field, and installation of a new pump track and play structure. The design process is anticipated to take approximately 18-24 months to complete. Once the designs have been finalized, Parks and DPW will collaborate to hire a company to construct the project as designed. Construction is expected to commence in FY 2022-23. The project is funded by Measure K and Excess ERAF.



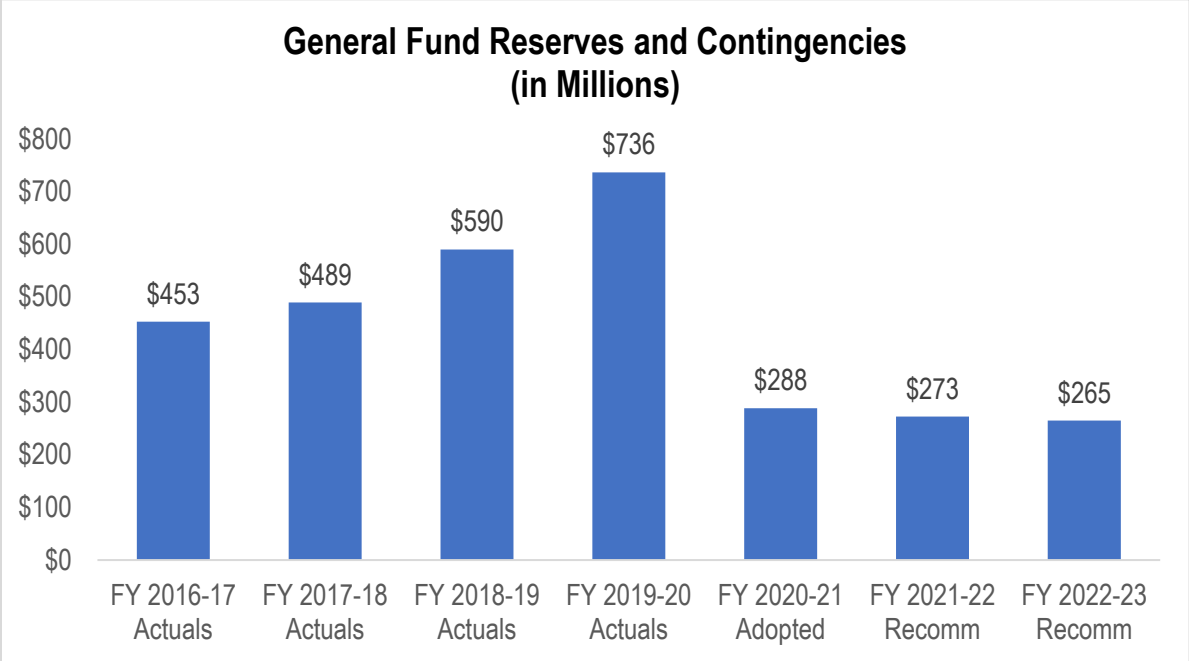
- **Tunitas Creek Beach Improvement Project** - The Department is leading the park planning activities necessary to convert the approximately 56-acre Tunitas Creek Beach Property, located approximately eight miles south of Half Moon Bay, into a new San Mateo County park. The new park will offer greater coastal access and recreation opportunities to the public. The Department has hired CSW/Stuber-Stroeh Engineering Group to lead a team of consultants in preparing the project's technical studies and reports; plans and designs; environmental documents; permit applications; and construction documents. The Department is managing the Project Design Team and working closely with the Project Advisory Team comprised of the Department, San Mateo County Department of Public Works, Peninsula Open Space Trust ("POST"), and California State Coastal Conservancy throughout the project. The design phase of this project will be completed in FY 2021-22 and the construction phase will commence upon completion of design. The project is primarily funded by a State of California Coastal Conservancy grant.

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 response to the Grand Jury's recommendations, the County agreed to provide the following information in future budgets: 1) changes in General Fund Reserves; 2) changes in total sources and requirements; 3) changes in budgeted amounts per San Mateo County resident; 4) changes in average bi-weekly payroll; 5) changes in total cost of all benefits provided to County employees; 6) total number of classified, unclassified, term and extra help positions; 7) non-recurring revenues and expenditures in excess of $3 million; 8) ten largest County department budgets based on Total Requirements; 9) ten largest County expenses by expenditure object; 10) unfunded liabilities for Retirement and Other Post-Employment Benefits (OPEB); and 11) budget and actuals for Prop. 172, Measure K, and Excess ERAF.

GENERAL FUND RESERVES

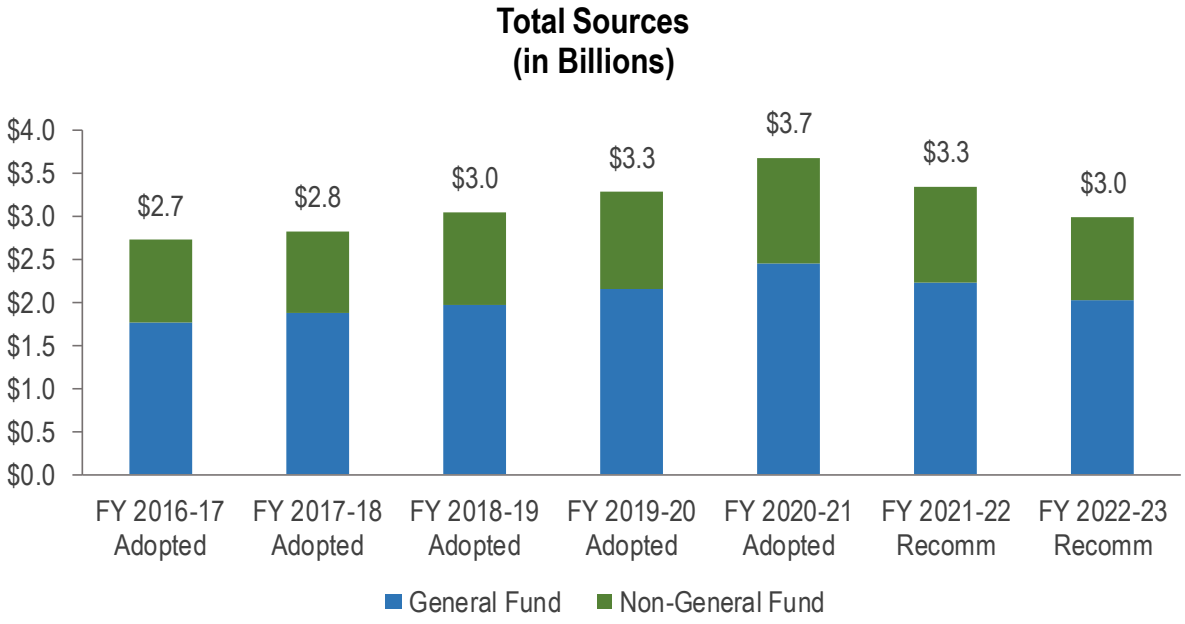
In presenting charts with both prior year actuals and budgeted reserves, there will always be a significant drop in the budget years because the year-end reserves in the prior year actuals will reflect savings and unanticipated revenues. Case in point, only one-half of Excess ERAF is budgeted in Fiscal Years 2021-22 ($75 million) and 2022-23 ($80 million). This 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.

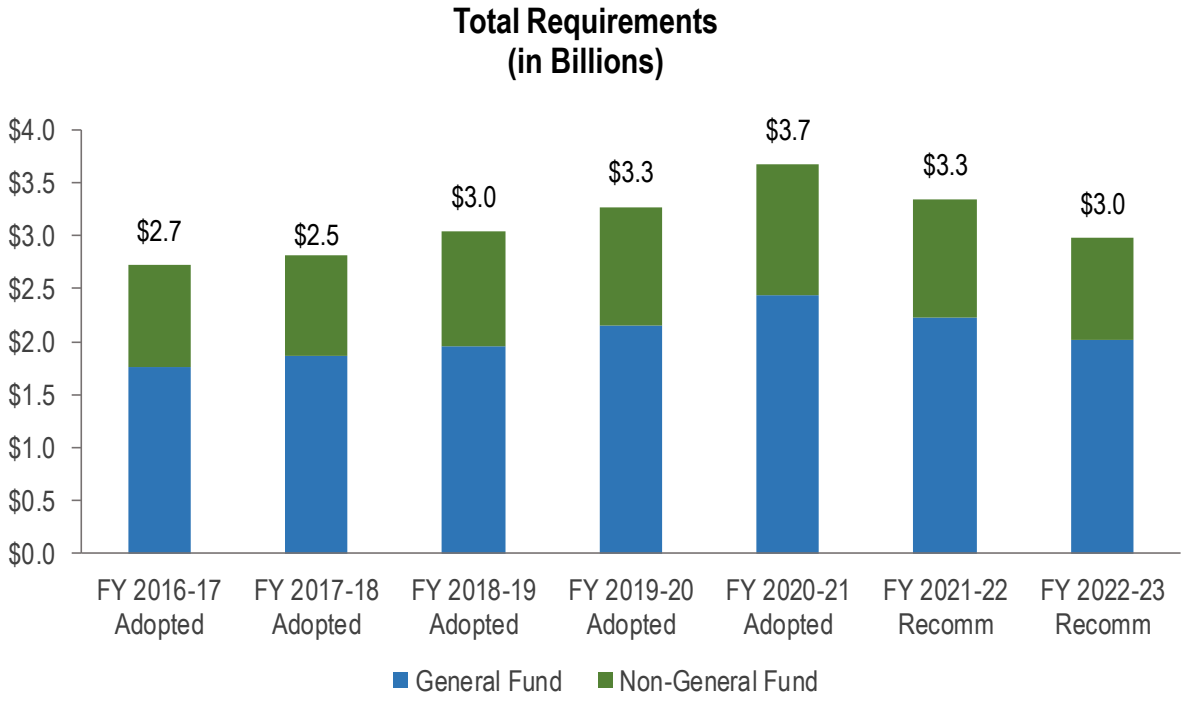


**Reserves and Contingencies amounts for FY 2020-21 through FY 2022-23 are anticipated to increase by September Revisions.*

TOTAL SOURCES AND REQUIREMENTS

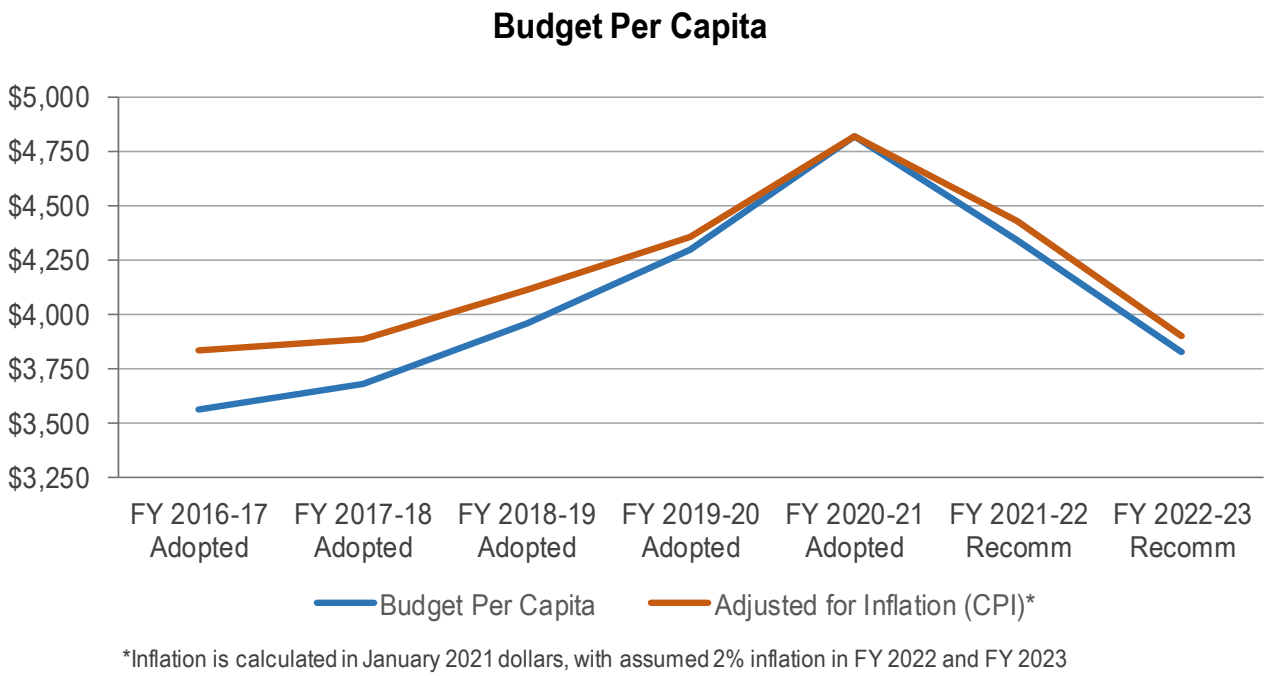
The most significant ongoing expenditures over the past two years and into the future are negotiated Salary and Benefit increases, increases in County staffing, and the accelerated paydown of the County's unfunded pension liability. The County has also spent significant amounts in recent years for one-time Capital and IT projects. The Total Requirements for Fiscal Years 2021-23 and 2022-23 approximate $3.3 billion and $3.0 billion, respectively. The Recommended Sources and Requirements for All Funds and the General Fund can be found in the All Funds – Total Sources and Requirements on page B-6 and General Fund Summary on page B-7.





BUDGET AMOUNT PER SAN MATEO COUNTY RESIDENT

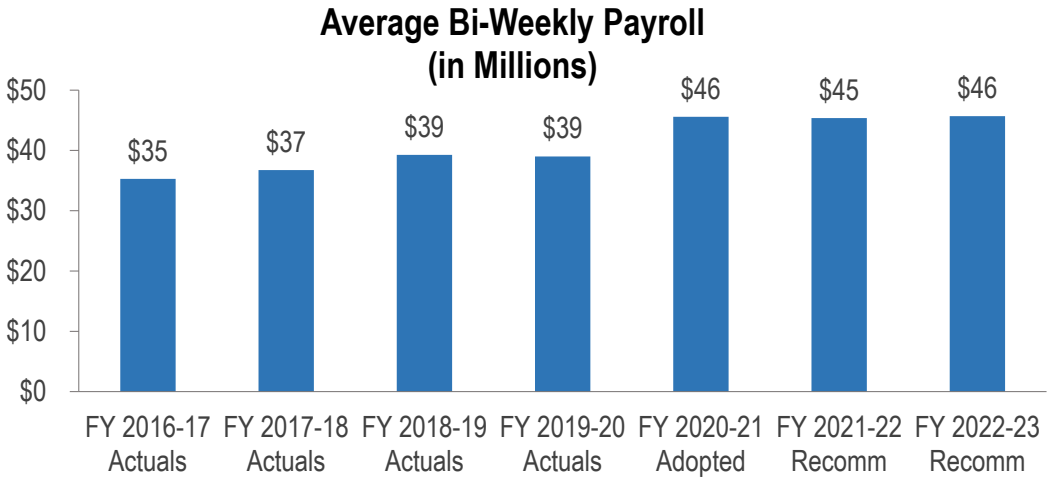
The FY 2016-17 Adopted Budget per San Mateo County resident was close to $3,600. The FY 2022-23 Recommended Budget per resident by the end of the upcoming two-year budget cycle will be close to $3,800. Adjusted for inflation, the FY 2022-23 Recommended Budget per San Mateo County resident will be close to $100 more than the Adopted Budget per resident in FY 2016-17.



*Inflation is calculated in January 2021 dollars, with assumed 2% inflation in FY 2022 and FY 2023

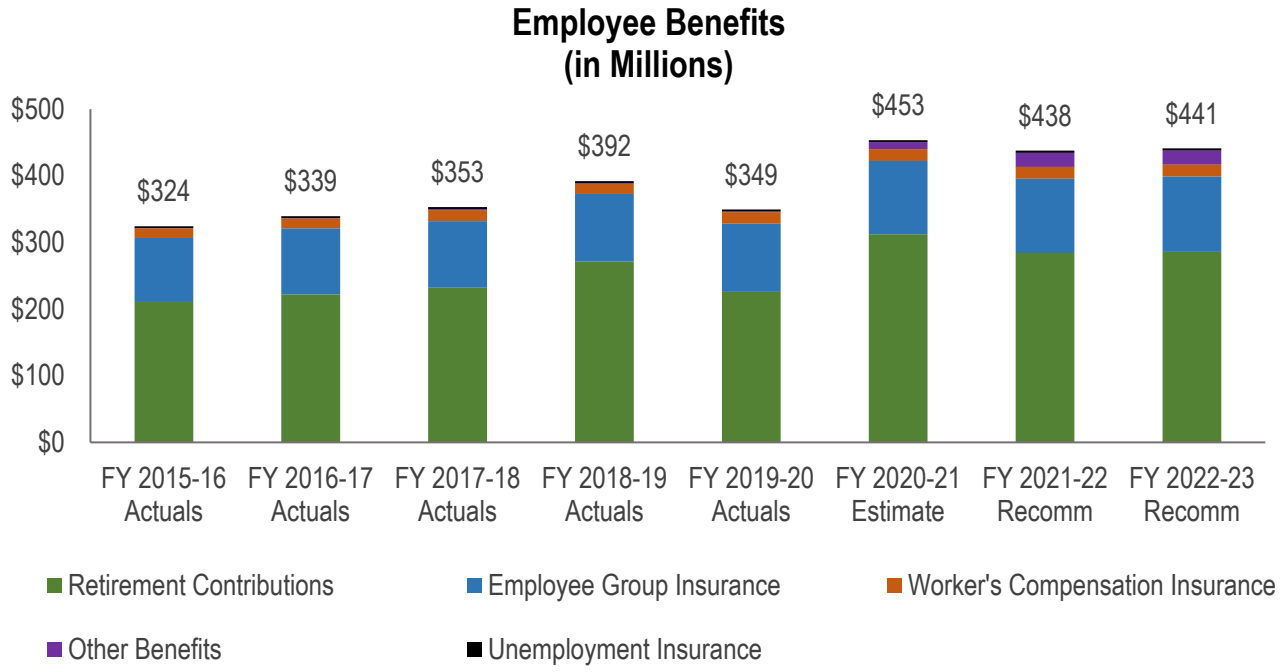
COUNTY BI-WEEKLY PAYROLL

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 FYs 2021-22 and 2022-23 do not account for vacancies, which are currently 12.7 percent.



EMPLOYEE BENEFITS

Employee benefits decrease in FY 2021-22 and FY 2022-23 mainly due to an overall anticipated decrease in contributions to the County's retirement system (SamCERA) for the accelerated paydown of the County's unfunded pension liability. Overall, retirement contributions will increase by $86.5 in FY 2020-21, decrease by $28 million in FY 2021-22, and are projected to increase by $1.7 million in FY 2022-23. Employee group insurance is projected to increase by $1.3 million in FY 2021-22 and $1.6 million in FY 2022-23.



TOTAL NUMBER OF POSITIONS BY TYPE

The table below illustrates the total number of positions, broken down by classified, unclassified, term, and extra-help in the FY 2020-21 Revised Budget and the Recommended Budgets for FY 2021-22 and FY 2022-23.

Position Type*	FY 2020-21 Revised	FY 2021-22 Recomm	FY 2022-23 Recomm
Classified Positions	5,521	5,537	5,537
Unclassified Positions	261	273	273
Extra-Help Positions	1,000	1,000	1,000
Term Positions	140	140	140
Total - All Positions	6,922	6,950	6,950

*Term and extra-help numbers reflect filled positions as of May 2021 and are used to provide term and extra-help placeholder estimates for FY 2022-23. Classified and unclassified numbers reflect all authorized positions, vacant and filled. Together, classified and unclassified equal total County authorized positions.

NON-RECURRING REVENUES AND EXPENDITURES

The table below shows non-recurring expenditures equal to or greater than $3 million in either FY 2021-22 or FY 2022-23. Funding comes from a variety of sources to include: County General Fund, bond proceeds, Measure K, department reserves, department contingencies, and department trust funds. Some expenditures are funded in part by roll-over funding from previous fiscal years.

Projected Expenditure Appropriation	Revenue Source(s)	FY 2021-22	FY 2022-23
Affordable Housing Fund Contribution	Measure K	20,000,000	20,000,000
Assessor Property Assessment System	General Fund	18,015,566	1,939,070
Big Lift Contribution	Measure K	8,100,000	8,100,000
Cordilleras Mental Health Facility Replacement (County Health)	Bond Proceeds	71,500,000	43,000,000
County Office Building 3	Bond Proceeds	43,000,000	94,000,000
County Parking Structure 2 (PDU)	General Fund	10,000,000	6,617,689
Other County Capital Projects (DPW)	General Fund/Bond Proceeds	19,770,328	
Parks Capital Projects	General Fund/Parks Acquisitions	3,159,622	
Parks Capital Projects (DPW)	General Fund/Parks Acquisitions	9,680,854	
Parks Measure K Projects	Measure K	6,561,776	3,750,000
CSA-7 Infrastructure Replacement (DPW)	Measure K	6,492,563	
San Mateo Medical Center Campus Master Plan Implementation	General Fund/Bond Proceeds	42,500,000	25,800,000
Morgue	General Fund	25,000,000	
Maple Street Homeless Shelter	General Fund	8,000,000	



TEN LARGEST DEPARTMENT BUDGETS (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 the Department of 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 2021-22 Recommended Budget, largest to smallest.

Department	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
County Health	779,810,867	839,331,234	900,893,608	945,598,899	44,705,291	914,318,929	(31,279,970)
Sheriff's Office	277,940,136	266,846,840	289,636,678	286,063,643	(3,573,035)	283,806,202	(2,257,441)
Human Services Agency	210,309,500	222,227,415	275,882,025	282,586,846	6,704,821	274,645,441	(7,941,405)
Department of Public Works	238,392,912	245,722,988	236,476,773	219,233,240	(17,243,533)	195,289,327	(23,943,913)
Probation Department	86,848,694	90,073,803	111,890,656	121,135,025	9,244,369	121,509,440	374,415
Department of Housing	26,083,230	20,851,291	87,892,945	46,342,968	(41,549,977)	44,894,499	(1,448,469)
District Attorney's Office	37,173,235	39,734,446	45,565,641	46,241,748	676,107	45,637,506	(604,242)
Parks Department	26,795,869	36,697,937	73,778,459	42,359,353	(31,419,106)	46,280,750	3,921,397
Information Services Department	28,503,446	30,729,968	43,536,230	40,134,682	(3,401,548)	30,194,148	(9,940,534)
County Manager/Clerk of the Board	17,790,820	20,380,248	30,422,757	36,521,146	6,098,389	36,715,691	194,545

TOP TEN EXPENDITURES BY OBJECT

The table below lists the top ten expenditures. The expenditures in the table below are sorted by the amount appropriated in the FY 2021-22 Recommended Budget, largest to smallest.

	FY 2018-19 Actuals	FY 2019-20 Actuals	FY 2020-21 Estimated	FY 2021-22 Recomm	FY 2021-22 Change	FY 2022-23 Recomm	FY 2022-23 Change
Permanent Salaries	561,001,122	598,330,492	667,301,531	676,497,714	9,196,183	679,997,273	3,499,559
Other Intrafund Expenditures	181,712,338	222,196,772	472,832,293	407,237,137	(65,595,156)	291,073,127	(116,164,010)
Retirement Contributions	271,152,901	225,700,978	312,249,578	284,213,442	(28,036,136)	285,915,138	1,701,696
Contractual Services	162,327,072	186,161,715	282,421,348	279,942,489	(2,478,859)	211,264,064	(68,678,425)
Other Professional Services	179,155,325	196,818,170	243,535,656	239,166,933	(4,368,723)	206,353,782	(32,813,151)
Fixed Assets-Structural Improvements	60,987,071	54,812,151	268,217,034	176,272,953	(91,944,081)	59,539,604	(116,733,349)
County Internal Service Charges	124,584,508	132,204,513	143,205,902	149,829,473	6,623,571	152,889,003	3,059,530
Employee Group Insurance	101,585,430	102,316,099	109,988,308	111,292,864	1,304,556	112,912,595	1,619,731
Contributions to Other Agencies	49,699,477	51,934,597	118,240,426	84,331,009	(33,909,417)	81,811,211	(2,519,798)
Miscellaneous Other Charges	17,351,922	20,243,987	73,445,727	67,685,435	(5,760,292)	65,270,094	(2,415,341)

UNFUNDED LIABILITIES

SAN MATEO COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
ACTUARIAL VALUE OF ASSETS
($ in Thousands)

Actuarial Valuation Date (As of June 30)	Actuarial Value of Assets (a)	AAL-Entry Age (b)	UAAL[1] (b)-(a)	Funded Ratio (a) / (b)	Covered Payroll (c)	UAAL as a % of Covered Payroll (b-a) / c
2011	$ 2,405,140	$ 3,246,727	$ 841,587	74.1%	$ 427,041	197.07%
2012	2,480,271	3,442,553	926,282	72.0	418,916	229.71
2013	2,618,639	3,572,750	954,111	73.3	404,361	235.96
2014	2,993,187	3,797,042	803,855	78.8	416,274	193.11
2015	3,343,550	4,045,786	702,236	82.6	439,018	159.96
2016	3,624,726	4,362,296	737,570	83.1	472,385	156.14
2017	3,976,717	4,719,850	743,133	84.3	510,132	145.67
2018	4,351,502	4,970,535	619,033	87.5	535,938	115.50
2019	4,685,502	5,459,978	774,476	85.8	554,734	139.61
2020	4,998,316	5,786,054	787,738	86.4	593,295	132.77

(1) The County is responsible for approximately 96.3% of UAAL.
Sources: SamCERA Actuarial Valuation as of June 30, 2020; County.

COUNTY OF SAN MATEO
OTHER POST-EMPLOYMENT BENEFITS
ACTUARIAL VALUE OF ASSETS
($ in Thousands)

Actuarial Valuation Date	Present Value of Assets (Actuarial Value of Assets) (a)	Total OPEB Liability (AAL-Entry Age) (b)	Net OPEB Liability (UAAL) (b)-(a)	Funded Ratio (a)/(b)	Covered Payroll (c)	Net OPEB Liability (UAAL) as a % of Covered Payroll (b-a)/c
1/01/2009[1]	$101,362	$207,742	$106,380	48.8%	$480,512	22.1%
1/01/2011	153,171	243,149	89,978	63.0	473,484	19.0
6/30/2011[2]	167,852	267,927	100,075	62.6	457,838	21.9
6/30/2013	192,789	319,359	126,570	60.4	452,750	28.0
6/30/2015	234,779	385,077	150,298	61.0	485,550	31.0
6/30/2017	277,450	366,222	88,772	75.76	561,429	15.81
6/30/2018	298,760	400,539	101,779	74.59	585,556	17.38
6/30/2019	326,735	421,733	94,998	77.47	611,131	15.54
6/30/2020	348,930	408,320	59,390	85.5	644,963	9.2

(1) Based on the revised valuation on June 17, 2010, which covers Medicare Part B premium reimbursements for management employees.
(2) Effective fiscal year 2010-11, the valuation date of the County's OPEB plan changed from January 1 to June 30.
Source: County; County Actuarial Valuation Reports, CalPERS, the administrator of the CERBT, issues a publicly available financial report consisting of financial statements and required supplementary information for CERBT in aggregate. The report may be obtained by writing to CalPERS, Lincoln Plaza North, 400 Q Street, Sacramento, CA 95811, but is not incorporated herein by such reference.

BUDGETS AND ACTUALS - MEASURE K, 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 K sales tax proceeds are allocated based on Board approved initiatives. Public Safety Sales Tax, also known as Proposition 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 percent 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. Some budgets may include roll-over, unused funding from previous years' budgets.

Revenue Source	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Projected	FY 2022-23 Projected
Measure K Sales Tax - Receipts	$83,033,888	$89,602,981	$98,604,385	$94,078,776	$86,556,312	$92,182,473	$94,026,122
Measure K Sales Tax - Budget[1]	$178,307,126	$183,618,902	$194,615,692	$181,027,950	$172,660,313	$126,791,393	$110,286,395
Prop. 172 - Receipts	$78,561,362	$80,872,048	$85,620,045	$85,641,968	$86,498,387	$88,228,355	$89,992,922
Prop. 172 - Budget	$78,919,648	$84,667,252	$77,118,759	$84,588,501	$88,570,384	$89,230,550	$85,225,927
Excess ERAF - Receipts	$112,867,320	$130,140,185	$171,938,568	$181,462,772	$130,000,000	$150,000,000	$160,000,000
Excess ERAF - Budget	$55,000,000	$55,000,000	$55,000,000	$60,000,000	$65,000,000	$75,000,000	$80,000,000

[1]Includes Measure K allocations to the County Library - a non-County fund



BUDGET BALANCING PRINCIPLES

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 when the economy suffers and position ourselves strategically when the economy prospers. 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 are evaluated based on performance and alignment with County's mission and Shared Vision 2025, which serves as the County's Strategic Plan, 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. A Balanced Budget is defined as a budget where Total Sources, including Fund Balances, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund (see fund structure chart on Page B-2). An 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 disproportionally 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

POTENTIAL CHANGES IN FEDERAL REGULATIONS

- **Regulations** – continuously monitoring potential changes in Federal and subsequent state legislation to develop concrete and creative solutions to continue to meet the needs of the residents.

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 a goal of net savings.

- **Managed Competition and Performance-Based Contracting** –develop processes 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

- **Agile Organization** – continue efforts to be a more flexible and dynamic organization by maximizing and diversifying the County's staffing resources. Over the last eight years, the County has expanded many of the County's differentwork delivery options which, packaged together, allow the County to rethink the ways in which it will recruit for talent and deliver services to residents.

- **Limited Term, Internships and Fellowships** – continue to expand different work delivery options which include Limited Term, Internships, and Fellowships in an effort to establish talent pipelines that will help the organization's workforce succession efforts in the future. With the "Baby Boomer" generation close to retirement

age, the County faces significant leadership and talent gaps that it seeks to fill by utilizing this menu of different work options.

- **Skills Mix** – add/delete positions to better align job classification with duties performed.

- **Voluntary Time Off** – continue to promote the Voluntary Time Off (VTO) program to allow for reductions in pay.

- **Cost Sharing** – includes cost-sharing of cost-of-living adjustments (COLAs) to offset significant increases.

- **Benefits Restructuring** – implement changes allowed by legislation, such as judicial benefits and create hybrid defined benefit / defined contribution plan as an option for new and existing employees.

ORGANIZATIONAL INCENTIVES

- **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** – continue 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.

REAL PROPERTY / FACILITIES

- **Space Consolidation/Reduction Initiatives** – continue to implement the Countywide Facilities Master Plan; standardize space requirements per employee; continue to follow telecommuting policies and increase commute alternatives to lower rent and facilities maintenance charges; and 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; and 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; and locate multi-resource centers in targeted areas where outcomes can be tracked over time.

- **Debt Restructuring** – continue to refund or refinance existing debt to reduce debt service costs (minimum 3 percent annual debt service reduction).

ADMINISTRATIVE EFFICIENCIES

- **Electronic Document Management System (EDMS)** – continue to reduce space and paper/mail//pony mail services and courier services through improved documents management.

- **Automated Timekeeping System (ATKS) Advanced Scheduler** – provides reporting structure for departments to review and understand costs.

- **Increased System Integration: Finance / Budget / Performance** – review useful life and gaps in existing systems; and 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; and identify service providers with whom multiple departments have contracts and consolidate into master contracts.

- **Civil Service Rules, Administrative Memoranda, and County Ordinance Review** – continue to prioritize revisions based on magnitude of potential cost savings from eliminating steps, inefficient and unnecessary processes and procedures; and increase flexibility to meet business needs.

- **Multi-Year Budgeting** – continue two-year budgeting 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** – continue to develop 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; and consider developing a comprehensive County Fee Policy.

- **New Taxes and Fees** – continue to explore new revenue sources and increase existing taxes and fees.

- **County Ordinance Updates** – continue to 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,are broadcasted via Zoom due to the COVID-19 pandemic and air on Peninsula TV, a local access cable channel operated by a consortium of public agencies. Past meetings are posted online on the County website.

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 government agencies. The Board of Supervisors approved the revised policy on 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 an overall minimum requirement of 10 percent and within that, minimum requirements for Departmental and Non-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 the Fund Balance policy to a 50/50 Fund Balance split (see Fund Balance section below).

On January 31, 2011, the Board of Supervisors authorized the use of 50 percent of future Excess ERAF (Educational Revenue Augmentation Fund) proceeds for ongoing purposes. The current ERAF Reserves and 50 percent of future proceeds can only be used for one-time purposes as described in paragraph 5, under General Fund Non-Departmental Reserve Requirements.

The 2011 San Mateo County Civil Grand Jury recommended that the San Mateo County Board of Supervisors revise the existing policy for specific levels of reserves using language consistent with the new Governmental Accounting Standards Board (GASB) Statement 54 hierarchy. That hierarchy is as follows:

Non-Spendable Fund Balance – amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).

Restricted Fund Balance – amounts constrained to specific purposes either (a) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

Committed Fund Balance – amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority. Committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same type of action (i.e., legislation, resolution, ordinance, etc.).

Assigned Fund Balance – amounts a government intends to use for a specific purpose and are neither restricted nor committed. Intent can be expressed by (a) the governing body itself or (b) a body or official to which the governing body has delegated the authority to assign amounts to be used for specific purpose.

Unassigned Fund Balance – amounts that have not been assigned to other funds and that have not been restricted, committed, or assigned to specific purposes within the General Fund.

Committed, Assigned and Unassigned Fund Balance, which include only resources without a constraint on spending or for which the constraint on spending is imposed by the government body itself, are termed unrestricted fund balance.

For the purposes of the County's Reserves Policy, only General Fund Reserves/Contingencies that fall under the Unassigned Fund Balance classification shall be counted towards the County's minimum Reserves requirements.

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 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 percent Reserves requirement. Approval of funding Reserves below the two 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 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 percent level. Departments that are unable to demonstrate progress towards achieving the requirement shall be subject to enhanced fiscal oversight, including quarterly budget updates to the County Manager's Office.

4. **Calculation of the Two Percent Reserves Requirement** – Net Appropriations will be the basis 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/one-time grant funds that must be appropriated should be excluded from the two 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 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 percent minimum Departmental Reserves requirement can only be allocated to the following:
   a. 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 one and two 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 percent 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 2 CFR Part 200 (formally "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 percent of total General Fund Net Appropriations in Non-Departmental Services for one-time purposes or as part of a multi-year financial plan to balance the County's budget. The five percent requirement may include Excess Educational Revenue Augmentation Fund (ERAF) 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 percent level.
2. **Appropriation for Contingencies** – Shall be maintained at three 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 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.

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 percent of their year-end fund balances and 100 percent of unspent Contingencies and Reserves. Non-General Fund departments and zero Net County Cost General Fund departments can retain 100 percent of Fund Balances unless there is an agreement to do otherwise.
- The remaining 50 percent 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 IT projects and other one-time special projects can be carried over by departments at 100 percent.
- Departments with negative Fund Balances are responsible for absorbing 100 percent of the shortfall.
- The County Reserves Policy requires General Fund departments to maintain a minimum Reserves amount equivalent to two percent of Net Appropriations.

INVESTMENT POLICY

The current County Investment Policy was adopted by the Board of Supervisors on January 5, 2021. To meet liquidity and long-term investment needs, the County established the County Investment Pool. The County Investment Pool attempts to match maturities with its 12-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 Investment 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 Investment Pool, under the County Investment Policy, may only be reclaimed at the rate of 12.5 percent 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 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 current administrative fee charged to all pool participants is 9.5 basis points and is reviewed annually. The minimum balance for an outside agency to maintain an account in the County Investment Pool is $250,000.

The Treasurer may not leverage the County Investment 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 percent of the fund value. Collateralization on repurchase agreements is set at 102 percent 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 five percent of the County Investment Pool to any single counter-party. 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 Investment 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. Silicon Valley Treasury Consulting Group generates a monthly report confirming that all investment transactions are in compliance with the County's Investment Policy. This report is also distributed to all pool participants, the Board, and members of the Oversight Committee. 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 ("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 bonds. It does not include any voter approved debt or any debts of agencies, whether governed by the Board of Supervisors or not, other than the County. It also excludes any debt which is budgeted to be totally repaid from the current fiscal year budget. The Debt Limit Ordinance provides that the annual debt limit shall not exceed the amount of debt which can be serviced by an amount not to exceed four percent 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 vote by the Board of Supervisors and upon a finding that such action is necessary and in the best interest of the County and its citizens.

DEBT MANAGEMENT POLICY

Senate Bill 1029 (SB 1029) became effective in 2017 and expanded the reporting requirements applicable to state and local debt issuers. These requirements include assessing whether proceeds from debt issuances are spent for their intended purposes and requires a state or local debt issuer to submit a report of a proposed issuance to the California Debt and Investment Advisory Commission at least 30 days before the sale of debt to certify that it has adopted a debt policy concerning the use of debt proceeds. The County's Debt Limit policy from 1997 did not satisfy the requirements of SB 1029. In response, the County adopted the Debt Management Policy in October 2018. This policy is designed to, among other things, facilitate a systematic and prudent approach to debt issuance and debt management, ensure access to debt capital markets and direct purchase investors through prudent and flexible policies, assist the County in achieving the highest practical credit rating, and ensure compliance with applicable state and federal laws, including SB 1029. The policy defines the purposes for which the County may engage in long-term borrowing, short-term borrowing, and refinancing of existing debt, and also sets forth the types of debt that the County may issue and prohibits the County's use of derivatives and interest rate swaps in its debt program.



CRIMINAL JUSTICE





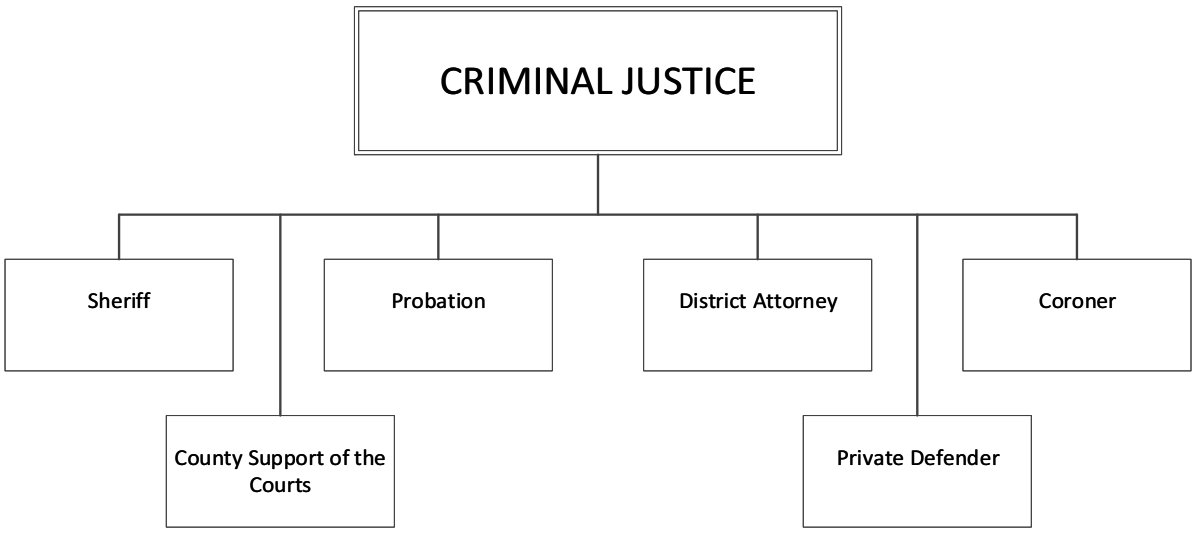
COUNTY OF SAN MATEO
FOUNDED 1856

FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET



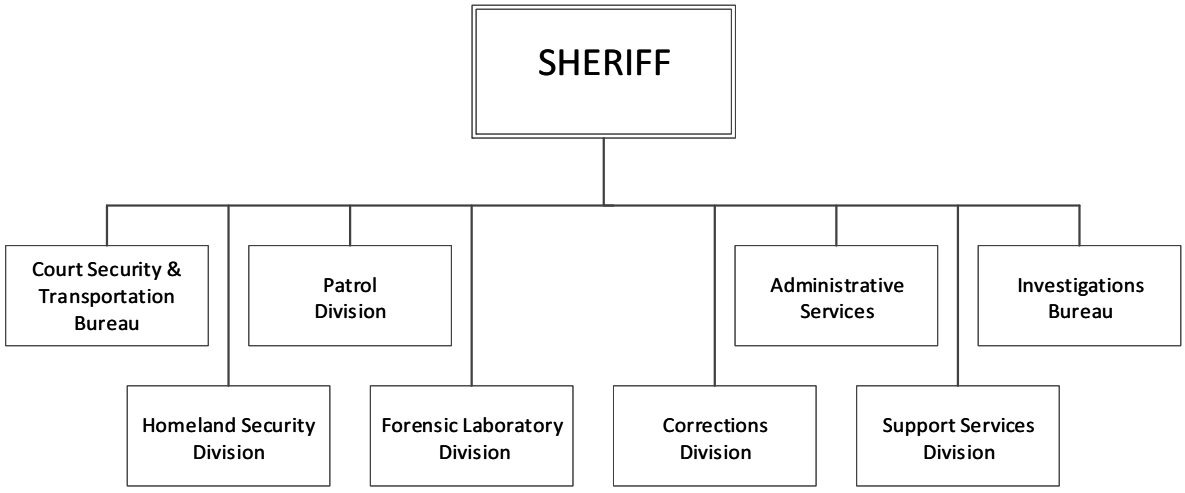



CRIMINAL JUSTICE
Sheriff
Probation
District Attorney
Coroner
County Support of the Courts
Private Defender

Criminal Justice
FY 2021-22 and FY 2022-23
All Funds Summary

Total Requirements	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Sheriff's Office	277,940,136	266,846,840	289,636,678	286,063,643	(3,573,035)	283,806,202	(2,257,441)
Probation Department	86,848,694	90,073,803	111,890,656	121,135,025	9,244,369	121,509,440	374,415
District Attorney's Office	37,173,235	39,734,446	45,565,641	46,241,748	676,107	45,637,506	(604,242)
Private Defender Program	18,058,473	18,782,038	19,532,885	19,526,228	(6,657)	19,526,739	511
Coroner's Office	3,522,933	3,825,035	4,002,422	4,418,088	415,666	4,338,967	(79,121)
County Support of the Courts	20,114,587	21,647,500	20,482,733	20,488,020	5,287	20,491,596	3,576
Total General Fund	**443,658,057**	**440,909,662**	**491,111,015**	**497,872,752**	**6,761,737**	**495,310,450**	**(2,562,302)**
Total Requirements	443,658,057	440,909,662	491,111,015	497,872,752	6,761,737	495,310,450	(2,562,302)
Total Sources	208,621,102	204,890,275	239,004,255	244,810,609	5,806,354	239,840,834	(4,969,775)
Net County Cost	235,036,955	236,019,386	252,106,760	253,062,143	955,383	255,469,616	2,407,473
Salary Resolution	1,386.0	1,354.0	1,362.0	1,350.0	(12.0)	1,350.0	—
Funded FTE	1,384.2	1,346.9	1,352.7	1,341.0	(11.7)	1,341.0	—

SHERIFF'S OFFICE



Department Locator

County > Criminal Justice > **Sheriff's Office**

Mission Statement

The San Mateo County Sheriff's Office is dedicated to protecting lives and property and is committed to providing the highest level of professional law enforcement and correctional services. We pledge to promote public trust through fair and impartial policing and will treat all persons with dignity, compassion, and respect.

Overview

The Sheriff is the chief law enforcement officer of the county. The Office of the Sheriff is established by the California Constitution - Article XI, Section 1, subdivision (b) and by Government Code Section 24000. The Sheriff is charged with keeping the peace, enforcing criminal statutes, investigating known or suspected criminal activity, and maintaining the County jail. In addition to law enforcement functions, the Sheriff is the coordinator for emergency services, mutual aid, and is responsible for search and rescue. The Sheriff's Office is a multi-faceted agency providing a full range of services.

The San Mateo County Sheriff's Office core values reflect the ever-changing evolution of legal and 21st Century policing principles. Our policies, coupled with professional training, provide staff with the necessary tools to carry out their responsibilities. Utilizing our core values of Commitment, Integrity, Compassion, and Innovation, we are responsible for providing outstanding customer service to our community in a professional and ethical manner. All members of the San Mateo County Sheriff's Office are held to the highest standards by both the Sheriff and community members we serve. Core services provided by the Sheriff's Office are outlined below.

- The Patrol Division provides enforcement, prevention, education, and community policing to the unincorporated areas of the County and within eight contract jurisdictions.
- The Investigations Bureau and the Forensic Laboratory Division provide specialized investigative services establishing a foundation for the successful prosecution of criminals.
- The Corrections Division provides incarceration and rehabilitative services for pretrial and court-sentenced inmates in a humane and respectful environment; and the Court Security and Transportation Bureau provides court security, civil enforcement, and the secure transport of inmates.
- The Homeland Security Division provides specialized units and volunteer forces to swiftly and safely respond to emergency law enforcement activities, search and rescue missions, and requests for mutual aid.

Challenges, Initiatives, and Trends for FY 2021-23

Employee development efforts will include:

- Improving the recruitment process through creative marketing campaigns and the use of social media to address hard-to-fill deputy and correctional officer vacancies
- Promoting employee wellness by continuing to invest in the innovative Program for Resiliency in Modern Emergency Response (PRiMER), which includes family education and support, employee training, improved well-being services, critical incident stress services, and enhanced peer support
- Providing ongoing training including escalation and de-escalation on the use of force; defensive tactics; implicit bias training; and enhanced crisis intervention training to help during interactions between law enforcement and those living with a mental illness

Technology-driven efforts will include:

- Incorporating procedures to keep forensic lab staff safe while maintaining controlled substances analysis turnaround times with ever greater submissions of Fentanyl and its derivatives

- Complying with the growing number of Public Record Act requests associated with the digital evidence produced by body-worn cameras
- Further developing the Unmanned Aerial Vehicle (UAV) program implemented in FY 2020-21 to assist with search and rescue efforts, traffic accident scene investigations, and situational awareness during a dangerous or hazardous event
- Continuing video court appearances and video visitation in the Corrections Division that were implemented in response to the COVID-19 pandemic

Utilization of data to inform operations will include:

- Complying with the Racial and Identity Profiling Act (RIPA), which mandates that law enforcement agencies collect stop data beginning in January 2022, with the first annual report be issued to the Department of Justice by April 1, 2023
- Tracking response time associated with Priority 1 calls (incidents that present an imminent threat to life or property) and responding within an average of five minutes
- Refining Intelligence-Led Policing strategies, which utilize data analysis and a crime intelligence decision-making framework to aid in identifying criminal trends, occurrences of criminal events, and arrests of suspects involved in criminal activities

Department Innovations

- Robust jail programming to support the transition of inmates back into the community: Programs include GED attainment, computer and literacy programs, life skills coaching, a state-of-the-art culinary program, and domestic violence and substance abuse counseling. The Correctional Assessment and Intervention System tool is used to screen inmates for services as well as eligibility for the County's Unified Reentry Program which assists with reintegration back into the community.
- Community engagement to build/restore trust: Services include outreach through community programs such as the Sheriff's Activities League (SAL), School Resource Officer Program, and the Community Alliance to Revitalize Our Neighborhood Program (CARON/UNIDOS). Programs include a variety of sports, mentoring, arts and dance, healthy living, and character development. These activities are designed to foster positive relationships between deputies, youth, families, and the community.

Performance Measures

Percent of Inmates Without High School Diploma Enrolled in High School

Through the Access to Programs and Services to Inspire Reentry and Empowerment (ASPIRE), inmates have access to comprehensive jail programming and reentry services designed to support a successful transition upon release. Educational attainment is strongly linked with earnings. According to the Census, those without a high school diploma earn 25% less than those with a diploma or equivalency. Yet, educational attainment is stratified by race and ethnicity. To address this, the Sheriffs Office will focus on targeted case management to engage inmates and increase participation in obtaining a high school diploma. Case managers will highlight the economic opportunities that come with obtaining a diploma, and will also identify concerns that may have prevented an inmate from succeeding in school such as literacy levels, past experiences of failure within the school system, learning differences, or cultural barriers. While it is anticipated that interruptions in programming may continue during the COVID-19 pandemic, efforts will continue to focus on utilizing technology that enhances the ability to bring programs to inmates. Baseline data will be established at the end of FY 2021-22.

New Measure: data will begin to be collected in FY 2021-22

Educational Attainment by Race/Ethnicity

Performance Measure	Total
White Alone	93.10%
Black Alone	95.10%
American Indian or Alaska Native Alone	71.30%
Asian Alone	93.40%
Native Hawaiian or Pacific Islander Alone	77.70%
White Alone not Hispanic or Latino	97.30%
Some Other Race Alone	67.40%
Two or More Races	91.40%
Hispanic or Latino	72.60%

US Census Data, ACS 2019, San Mateo County

Targeted Community Members Served Through the CARON/UNIDOS Program by Race/Ethnicity

The Community Alliance to Revitalize Our Neighborhood (CARON/UNIDOS) serves residents in the North Fair Oaks and unincorporated coastal communities to improve community well-being, and to build trust and positive relationships between the Sheriff's Office and immigrant communities. Programming targets those identifying as Hispanic/Latino, and Pacific Islander. CARON/UNIDOS offers a series of workshops and services including drug, gang, and anti-violence awareness; youth mentorship opportunities; parenting classes; locating assistance and community resources; organizing Neighborhood Watch Programs; and educational field trips for students.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2021 Estimate	FY 2021-22 Target	FY 2022-23 Target
Targeted Community Members Served Through the CARON/UNIDOS Program by Race/Ethnicity	--	--	--	5,000	6,000

Targeted Community Members Served Through the CARON/UNIDOS Program by Race/Ethnicity	Hispanic Latino	Pacific Islander	Other
FY 2020-21 Estimate	90%	5%	5%

Performance Measures

Diversity of Workforce: By Gender; Those Identifying as Non-White; and Those with Bilingual Skills

Diversity in law enforcement agencies contribute to building public trust and effective community relations. Bilingual skills also provide the ability to better serve diverse populations. The Sheriff's Office works to recruit, hire, retain, and promote staff from diverse backgrounds and experiences in order to reflect the communities being served. This contributes to creating a system in which resident's view law enforcement as fair, just, and responsive to their experiences and concerns. It also enables officers to more effectively and safely perform their jobs.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2021 Estimate	FY 2021-22 Target	FY 2022-23 Target
Workforce that is Female	--	--	30%	35%	40%
Workforce that is Non-White	--	--	50%	60%	70%
Workforce that is Bilingual	--	--	15%	20%	30%

Population that is Female	Male	Female
Population FY 2020-21 Estimate	49%	51%

Population that is Non-White	FY 2020-21 Estimate
White Alone	51%
Black or African American Alone	2%
American Indian and Alaskan Alone	0%
Asian Alone	29%
Native Hawaiian and Other Pacific Islander Alone	1%
Some Other Race Alone	11%
Two or More Races	6%

Population that is Bilingual	FY 2020-21 Estimate
Speak English Only	78%
Speak Spanish	13%
Speak Other Indo-European Languages	4%
Speak Asian and Pacific Islander Languages	4%
Speak Other Languages	1%

Sheriff's Office (3000B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	2,670,623	2,680,553	2,802,154	2,706,173	(95,981)	2,719,134	12,961
Licenses, Permits and Franchises	4,390	7,080	5,000	5,000	–	5,000	–
Fines, Forfeitures and Penalties	540,495	489,430	440,000	490,000	50,000	490,000	–
Intergovernmental Revenues	85,514,881	75,419,278	89,055,850	88,266,422	(789,428)	87,216,719	(1,049,703)
Charges for Services	12,347,660	27,253,552	31,135,800	33,213,854	2,078,054	33,185,348	(28,506)
Interfund Revenue	2,876,770	3,019,233	6,111,444	6,995,314	883,870	7,025,391	30,077
Miscellaneous Revenue	6,866,547	2,605,791	1,408,767	1,079,500	(329,267)	1,079,500	–
Other Financing Sources	21,150	218,395	21,150	82,472	61,322	84,467	1,995
Total Revenue	**110,842,516**	**111,693,312**	**130,980,165**	**132,838,735**	**1,858,570**	**131,805,559**	**(1,033,176)**
Fund Balance	23,398,243	15,297,677	18,334,447	15,143,980	(3,190,467)	13,005,199	(2,138,781)
Total Sources	**134,240,759**	**126,990,989**	**149,314,612**	**147,982,715**	**(1,331,897)**	**144,810,758**	**(3,171,957)**
Salaries and Benefits	187,964,302	188,962,232	207,962,120	206,397,838	(1,564,282)	207,630,206	1,232,368
Services and Supplies	20,412,402	24,930,515	28,423,211	29,188,871	765,660	28,497,243	(691,628)
Other Charges	22,056,439	22,580,394	21,888,354	21,895,624	7,270	22,363,995	468,371
Reclassification of Expenses	–	–	(350,000)	(350,000)	–	(350,000)	–
Fixed Assets	8,760,858	1,693,057	3,329,011	3,020,686	(308,325)	2,619,335	(401,351)
Other Financing Uses	25,339,172	22,657,096	18,944,156	15,614,110	(3,330,046)	14,902,270	(711,840)
Gross Appropriations	**264,533,173**	**260,823,294**	**280,196,852**	**275,767,129**	**(4,429,723)**	**275,663,049**	**(104,080)**
Intrafund Transfers	(4,133,593)	(7,266,210)	(2,606,533)	(2,708,685)	(102,152)	(2,723,265)	(14,580)
Net Appropriations	**260,399,580**	**253,557,084**	**277,590,319**	**273,058,444**	**(4,531,875)**	**272,939,784**	**(118,660)**
Contingencies/Dept Reserves	17,540,556	13,289,756	12,046,359	13,005,199	958,840	10,866,418	(2,138,781)
Total Requirements	**277,940,136**	**266,846,840**	**289,636,678**	**286,063,643**	**(3,573,035)**	**283,806,202**	**(2,257,441)**
Net County Cost	**143,699,377**	**139,855,851**	**140,322,066**	**138,080,928**	**(2,241,138)**	**138,995,444**	**914,516**
Salary Resolution	820.0	816.0	822.0	811.0	(11.0)	811.0	–
Funded FTE	820.0	812.5	818.5	807.4	(11.1)	807.4	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,331,897 or one percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a decrease of $95,981 in this funding source due to the transition of Measure K-supported emergency services from the Sheriff's Office to the County Manager's Office.

Licenses, Permits, and Franchises

There is no change in this funding source.

Fines, Fees, and Forfeitures

There is an increase of $50,000 in this funding source due to anticipated fines collected for parking and moving violations within the unincorporated areas.

Intergovernmental Revenues

There is a net decrease of $789,428 in this funding source due primarily to the elimination of $2,408,244 in state and federal funding resulting from the closure of one-time preparedness grants and support for forensic laboratory analysis, and the transfer of $1,604,677 due to the transition of emergency services from the Sheriff's Office to the County Manager's Office. This decrease was offset by an increase of $2,733,493 due to new state and federal funding to support preparedness activities and forensic laboratory analysis; and $490,000 from the state to backfill revenue lost from the passage of AB 1869.

Charges for Services

There is a net increase of $2,078,054 in this funding source. Changes primarily capture the cost of contracted law enforcement services and range fees totaling $1,973,796, and $946,079 for revenue supporting services delivered by the Vehicle Theft Task Force. This increase was partially offset by a decrease of $196,000 due to the transition of emergency services from the Sheriff's Office to the County Manager's Office; elimination of fees totaling $490,000 resulting from the passage of AB 1869; and adjustments of $118,555 for services provided by the Narcotics Task Force.

Interfund Revenue

There is an increase of $883,870 in this funding source due primarily to transfers of revenue related to support for law enforcement services provided to CSA #1 and the various contract jurisdictions, and support for community services provided by the Sheriff's Activities League previously recorded under Miscellaneous Revenue.

Miscellaneous Revenue

There is a decrease of $329,267 in this funding source due primarily to reductions associated with support for community services provided by the Sheriff's Activities League and moved to Interfund Revenue.

Other Financing Sources

There is an increase of $61,322 in this funding source due to adjustments in facility charges.

Fund Balance

There is a decrease of $3,190,467 in this funding source due primarily to the use of Reserves in FY 2020-21 to offset General Fund reductions. Fund Balance will be adjusted following the close of the fiscal year when actual revenue and expenditure activity is finalized.

TOTAL REQUIREMENTS

Total Requirements decreased by $3,573,035 or one percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of $1,564,282 in this expenditure category due to the elimination of 11 vacant positions and reductions in overtime and extra help totaling $3,217,665 to meet budget targets. This decrease was partially offset by the addition of $864,916 in salary and benefit adjustments, and $788,467 for personnel costs related to contracted law enforcement services.

Services and Supplies

There is a net increase of $765,660 in this expenditure category due to $1,291,108 of grant-supported preparedness supplies and contracts, and support for forensic laboratory analysis; $451,305 for contracted law enforcement services; and $1,019,173 to support software maintenance contracts, Sheriff's Activities League services, jail operations, and supplies provided at the range and the laboratory. This increase was partially offset by decreases of $1,072,746 due to the transition of emergency services from the Sheriff's Office to the County Manager's Office, and $1,066,233 of eliminated grant support activities. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is an increase of $7,270 in this expenditure category due to increases of $808,623 in insurance, automation, and facility charges and $451,873 for services provided by the Vehicle Theft Task Force. This increase was partially offset by decreases in radio, phone, and mileage expenses totaling $862,372, and $390,854 for contracted law enforcement services now captured under Salaries and Benefits.

Fixed Assets

There is a net decrease of $308,325 due to the removal of one-time purchases FY 2020-21 totaling $524,888. This decrease was offset by new grant supported purchases of $216,563 planned in FY 2021-22.

Other Financing Uses

There is a decrease of $3,330,046 in this expenditure category due primarily to a reduction of debt service paid on the Maple Street Correctional Center.

Intrafund Transfers

There is an increase of $102,152 in this expenditure category due primarily to the transfer of food service costs passed along to the Probation Department's Youth Services Center, and for countywide security charges. The balance of the changes are adjustments to meet budget targets.

Contingencies/Departmental Reserves

There is an increase of $958,840 in this expenditure category due to estimated Fund Balance generated in FY 2020-21 and set aside in Reserves. The balance in General Fund Reserves represents five percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is a decrease of $2,241,138 or two percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources decreased by $3,171,957 or two percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is an increase of $12,961 in this funding source due to modest operating cost adjustments associated with Measure K-supported services.

Licenses, Permits, and Franchises
There is no change in this funding source.

Fines, Fees, and Forfeitures
There is no change in this funding source.

Intergovernmental Revenues
There is a decrease of $1,049,703 in this funding source due to the elimination of one-time state and federal grants supporting preparedness activities and forensic laboratory analysis.

Charges for Services
There is a decrease of $28,506 in this funding source due primarily to modest adjustments in the Vehicle Theft Task Force.

Interfund Revenue
There is an increase of $30,077 in this funding source due primarily to support for law enforcement services provided to CSA-1, and support for community services provided by the Sheriff's Activities League.

Miscellaneous Revenue
There is no change in this funding source.

Other Financing Sources
There is an increase of $1,995 in this funding source due to adjustments associated with facility charges.

TOTAL REQUIREMENTS
Total Requirements decreased by $2,257,441 or one percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is an increase of $1,232,368 in this expenditure category due to negotiated salary and benefit increases.

Services and Supplies
There is a net decrease of $691,628 in this expenditure category due to the elimination of one-time grant supported activities totaling $622,733 related to preparedness and forensic laboratory analysis, and adjustments of $85,695 related to miscellaneous repairs, equipment and training expenses. This decrease was offset by adjustments of $16,800 primarily associated with uniform expenses.

Other Charges
There is a net increase of $468,371 in this expenditure category due to increases of $570,493 primarily related to vehicle, automation, and facility charges. This increase was partially offset by decreases related to insurance costs totaling $102,122.

Fixed Assets
There is a decrease of $401,351 due to the removal of one-time purchases from FY 2021-22.

Other Financing Uses

There is a decrease of $711,840 in this expenditure category due primarily to a reduction of debt service paid on the Maple Street Correctional Center.

Intrafund Transfers

There is an increase of $14,580 in this expenditure category due to the transfer of food service costs passed along to the Probation Department's Youth Services Center, and for countywide security charges.

Contingencies/Departmental Reserves

There is decrease of $2,138,781 in this expenditure category due to the use of Fund Balance to offset project costs. The balance in General Fund Reserves represents four percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $914,516 or one percent in this Department's General Fund allocation.

Administrative Services (3011P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Administrative Services**

Program Outcome Statement

Provide leadership and efficiently deliver administrative and fiscal support

Program Results

Administrative Services provides departmental leadership; overall management, policy-setting, and procedural guidance; civil, fiscal, and administrative support; and serves as a community liaison working with criminal justice partners and the community.

Emphasis on community outreach and building strong bonds with residents continues through programs such as the Sheriff's Activities League (SAL), School Resource Officer Program, and the Community Alliance to Revitalize Our Neighborhood Program (CARON/UNIDOS). These activities are designed to foster positive relationships between deputies, youth, families, and the community.

Additionally, focus has been placed on improving the recruitment process through creative marketing campaigns and the use of social media to fill deputy and correctional officer vacancies. To promote employee wellness, the Sheriff's Office continues to invest in the innovative Program for Resiliency in Modern Emergency Response (PRiMER). This program consists of family education and support, employee training, improved well-being services, critical incident stress services, and enhanced peer support.

Over the next two years, Administrative Services will provide support and leadership in the areas of organization-wide technology improvements including the collection of data in accordance with the state-mandated Racial and Identity Profiling Act (RIPA). Efforts will also continue around filling vacancies and investing in San Mateo County's youth.

Performance Measures

Percent of Employee Evaluations Completed Annually

Evaluations serve as a communication tool between the supervisor and staff member, and help employees see how their job and expected contributions fit within the bigger picture of serving the community. In the event an employee is not meeting the standards set by the organization, the evaluation may serve as the basis to take corrective action.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Employee Evaluations Completed Annually	94%	98%	96%	96%	96%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Administrative Services (3011P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	30,470,661	18,521,784	23,373,234	20,221,632	(3,151,602)	18,082,851	(2,138,781)
Total Requirements	36,093,026	24,057,131	22,962,082	23,533,101	571,019	21,477,232	(2,055,869)
Net County Cost	5,622,365	5,535,347	(411,152)	3,311,469	3,722,621	3,394,381	82,912
Salary Resolution	34.0	34.0	34.0	34.0	—	34.0	—
Funded FTE	34.0	34.0	34.0	34.0	—	34.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $17,922,054. Net funding adjustments in FY 2022-23 total $15,226,892.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(18,295,582)	(15,143,980)
Gross Appropriations	(373,528)	82,912
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	17,922,054	15,226,892
Positions	—	—

2. Fund Balance Adjustment: This action reallocates Fund Balance and Reserves based on the FY 2020-21 year-end Fund Balance estimate.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	15,143,980	13,005,199
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	958,840	(2,138,781)
Net County Cost	(14,185,140)	(15,143,980)
Positions	—	—

3. Technical Services Staffing: To address operational needs one vacant Information Technology Analyst is deleted and one Senior Information Technology Analyst is added in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(14,293)	—
Intrafund Transfers	—	—
Net County Cost	(14,293)	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(3,151,602)	(2,138,781)
Gross Appropriations	(387,821)	82,912
Intrafund Transfers	—	—
Contingencies/Dept Reserves	958,840	(2,138,781)
Net County Cost	3,722,621	82,912
Positions	—	—

Support Services Division (3013P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Support Services Division**

Program Outcome Statement

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

Program Results

The Support Services Division oversees a variety of activities including the recruitment, hiring, and training of all Sheriff's Office employees. Recruitment efforts are an ongoing priority as the Sheriff's Office strives to build a top-notch workforce that reflects the diversity of the communities it serves. In FY 2019-20, 70 percent of new hires were either female and/or minority.

The Sheriff's Office takes a proactive approach to providing ongoing training including escalation and de-escalation on the use of force; defensive tactics; crisis intervention; weapons and other specialized training; and remains in compliance with state regulatory authorities, with each sworn officer receiving an average of 40 hours of annual training. FY 2019-20 saw the addition of office-wide implicit bias training. In FY 2020-21 Enhanced Crisis Intervention Training (ECIT) was implemented to provide first responders with additional skills when dealing with those suffering from mental illness.

The Property Bureau continues to maintain a secure environment for lost and found property, and for evidence that will be required for the successful prosecution of cases. Body-worn cameras and digital evidence management software has now been fully implemented.

The Criminal Records Bureau continues to host and retrieve critical data in support of Intelligence Led Policing efforts as well as manage the distribution of mandated Uniform Crime Reporting each month to the Department of Justice. This data is used by law enforcement agencies to determine crime trends, allocate resources, and determine the most suitable approach for crime suppression.

Performance Measures

Total Number of STC/POST Training Hours Received

Training forms the foundation of a professional law enforcement agency. POST is the state regulatory agency for peace officers and STC is the state regulatory agency for correctional personnel. The Sheriff's Office meets and exceeds the standards set by the state. In FY 2020-21, training was expanded with a focus on Implicit Bias and Enhanced Crisis Intervention Training.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Total Number of STC/POST Training Hours Received	64,344	56,890	35,000	50,000	50,000

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Support Services Division (3013P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,576,146	2,937,224	4,336,896	4,739,634	402,738	4,751,779	12,145
Total Requirements	14,144,174	12,836,128	15,992,462	15,785,804	(206,658)	15,889,779	103,975
Net County Cost	11,568,028	9,898,904	11,655,566	11,046,170	(609,396)	11,138,000	91,830
Salary Resolution	50.0	54.0	57.0	56.0	(1.0)	56.0	—
Funded FTE	50.0	54.0	57.0	56.0	(1.0)	56.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total ($187,141). Net funding adjustments in FY 2022-23 total $92,116.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	402,738	12,145
Gross Appropriations	192,297	104,261
Intrafund Transfers	23,300	—
Net County Cost	(187,141)	92,116
Positions	—	—

2. Support Services Staffing: To address operational needs one Lieutenant is moved to the Homeland Security Division, and one Human Resources Manager position is added; and one vacant Deputy Sheriff position is deleted due to funding reductions in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(422,255)	(286)
Intrafund Transfers	–	–
Net County Cost	(422,255)	(286)
Positions	(1)	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	402,738	12,145
Gross Appropriations	(229,958)	103,975
Intrafund Transfers	23,300	–
Net County Cost	(609,396)	91,830
Positions	(1)	–

Forensic Laboratory Division (3017P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Forensic Laboratory Division**

Program Outcome Statement

Provide thorough, timely, and quality forensic analysis

Program Results

The Forensic Laboratory Division provides specialized investigative and scientific services that result in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity.

In FY 2017-19, AB 1517 became a state law, requiring crime laboratories to process, analyze, and upload qualifying genetic profiles into CODIS (Combined DNA Index System) within 120 days for all sexual assault kits. Genetic profile uploads to CODIS are completed in 96 days on average, 24 days shorter than mandated. The Forensic Biology Unit also reached a milestone by achieving 1,000 CODIS hits. One of these CODIS hits led to the solving of the Gypsy Hill Murders from the 1970s.

The Latent Print Unit continues to maintain a zero-unassigned case backlog and a case turnaround average of 23 days. The Controlled Substances Unit reduced a backlog of 1,500 cases to just over 40, while also achieving an average two-week turnaround time on current cases. The Firearms Unit resolved 992 firearm items in a major firearms database project for the Department of Justice's National Integrated Ballistic Information Network (NIBIN) program.

Over the next two years efforts will focus on:

- Validation, model development, and staff training for the STRMix computer program to interpret very complex DNA mixture profiles for CODIS entry
- Incorporating procedures to keep staff safe, while maintaining controlled substances analysis turnaround times with ever greater submissions of Fentanyl and its derivatives
- Developing processes to achieve new DOJ standards for the NIBIN database

Performance Measures

Average Number of Days to Analyze Sexual Assault Kits with Qualifying DNA Profiles and Enter in CODIS

In FY 2017-19, AB 1517 became a state law requiring crime laboratories to process, analyze, and upload qualifying genetic profiles into CODIS (Combined DNA Index System), within 120 days for all sexual assault kits. The timely processing of this evidence is not only required by law, the evidence provides investigators with the basis for arrest and the District Attorney's Office the ability to bring charges against the suspect.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Average Number of Days to Analyze Sexual Assault Kits with Qualifying DNA Profiles and enter in CODIS	96	96	120	120	120

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Forensic Laboratory Division (3017P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	4,329,160	4,370,600	4,705,706	5,198,457	492,751	4,907,704	(290,753)
Total Requirements	7,811,949	7,862,523	8,966,231	9,233,988	267,757	9,027,028	(206,960)
Net County Cost	3,482,789	3,491,922	4,260,525	4,035,531	(224,994)	4,119,324	83,793
Salary Resolution	29.0	29.0	29.0	28.0	(1.0)	28.0	—
Funded FTE	29.0	29.0	29.0	28.0	(1.0)	28.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; decreases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total ($13,343). Net funding adjustments in FY 2022-23 total $84,085.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	492,751	(290,753)
Gross Appropriations	438,575	(206,668)
Intrafund Transfers	67,519	—
Net County Cost	13,343	84,085
Positions	—	—

2. Crime Lab Staffing: To address operational needs one vacant Legal Office Services Manager position is deleted and one Legal Office Specialist Supervisor is added; and one vacant Supervising Criminalist position is deleted due to funding reductions in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(238,337)	(292)
Intrafund Transfers	–	–
Net County Cost	(238,337)	(292)
Positions	(1)	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	492,751	(290,753)
Gross Appropriations	200,238	(206,960)
Intrafund Transfers	67,519	–
Net County Cost	(224,994)	83,793
Positions	(1)	–

Patrol Division (3051P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Patrol Division**

Program Outcome Statement

Keep communities safe by providing quality law enforcement services

Program Results

The Patrol Division strives to keep communities safe through enforcement, prevention, and a strong community policing philosophy that focuses on building ties with members of the community. Service is provided to the unincorporated areas of the County and within eight contract jurisdictions. The Division also includes the following specialized units: Gang Intelligence, Crime Suppression, Traffic, K-9, the Crisis Intervention Team, and the Psychiatric Emergency Response Team (PERT).

The Patrol Division places emphasis on the quick deployment of personnel. Priority 1 calls are incidents that present an imminent threat to life or property. Responding quickly is vital for the safety of citizens, and the average response time remains within the target of five minutes.

Technology is also an area of focus, and the Division has fully implemented body-worn cameras to complement in-car cameras. This equipment is designed to increase transparency and provide additional evidence for arrests. Extensive training was provided and the demand on staff time to manage this new digital data has been substantial. An Unmanned Aerial Vehicle (UAV) program was implemented in FY 2020-21 to assist with search efforts and has already proven to be an invaluable resource along the coast.

Performance Measures

Percent of Domestic Violence Calls Successfully Referred to Intervention Programs

Victims of domestic violence are all too often trapped in a cycle of abuse. The pro arrest philosophy of law enforcement and the utilization of tools such as Emergency Protective Orders help to protect victims but at times fall short of permanently resolving the issue. Intervention programs are one the best methods available to help break the cycle and provide victims with counseling, emergency housing, legal assistance, and support.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Domestic Violence Calls Successfully Referred to Intervention Programs	100%	100%	100%	100%	100%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Patrol Division (3051P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	35,398,744	36,664,853	39,761,750	42,150,155	2,388,405	42,187,167	37,012
Total Requirements	52,564,792	52,837,437	57,136,189	59,840,792	2,704,603	60,027,895	187,103
Net County Cost	17,166,048	16,172,584	17,374,439	17,690,637	316,198	17,840,728	150,091
Salary Resolution	165.0	163.0	166.0	166.0	—	166.0	—
Funded FTE	165.0	159.5	162.5	162.5	—	162.5	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($212,353). Net funding adjustments in FY 2022-23 total $150,085.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	2,388,405	37,012
Gross Appropriations	2,171,036	187,097
Intrafund Transfers	5,016	—
Net County Cost	(212,353)	150,085
Positions	—	—

2. Patrol Staffing: To address operational needs two Lieutenant positions are being moved from the Corrections Division to the Patrol Division; one vacant Unclassified Captain position is deleted and one Captain is added; one vacant Program Services Manager position is deleted and replaced with a Human Resources Manager in the Support Services Division; and one vacant Program Coordinator I position is deleted due to funding reductions in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	528,551	6
Intrafund Transfers	—	—
Net County Cost	528,551	6
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	2,388,405	37,012
Gross Appropriations	2,699,587	187,103
Intrafund Transfers	5,016	—
Net County Cost	316,198	150,091
Positions	—	—

Investigations Bureau (3053P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Investigations Bureau**

Program Outcome Statement

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

Program Results

The Investigations Bureau is responsible for investigating criminal activity against persons and property within the unincorporated areas and contract jurisdictions. The Investigations Bureau also provides specialized investigative support to criminal justice agencies through the following multi-jurisdictional services; the Northern California Regional Intelligence Center (NCRIC); the High Intensity Drug Trafficking Area (HIDTA); the Countywide Narcotics Task Force (CNTF); the Vehicle Theft Task Force (VTTF); and the Gang Task Force (GTF).

By working collaboratively with local, state, and federal partners, the Investigations Bureau has maximized effectiveness in combating criminal activity. The latest technology has been implemented to help keep pace with the ever-changing trends in criminal conduct.

Over the next two years, the Bureau will continue to refine Intelligence Led Policing strategies which utilizes data analysis and a crime intelligence decision-making framework to aid in identifying criminal trends, occurrences of criminal events, and arrests of suspects involved in criminal activities. The Sheriff's Office expects these factors to positively affect the annual clearance rate of violent crimes.

Performance Measures

Annual Clearance rate of Violent Crimes (Criminal Homicide, Rape, Robbery, Assault) for Unincorporated Areas and Contract Cities

Annual clearances rates are collected by the Department of Justice on all law enforcement agencies throughout the nation. The rate is a measure of the quality of work being performed by an agency. Case clearances often result in the suspect being held accountable for their actions.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Annual Clearance Rate of Violent Crimes (Criminal Homicide, Rape, Robbery, Assault) for Unincorporated Areas and Contract Cities	60%	65%	60%	65%	65%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Investigations Bureau (3053P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	14,315,522	14,707,225	21,910,631	22,615,335	704,704	22,595,975	(19,360)
Total Requirements	23,247,602	24,154,859	31,277,478	32,235,022	957,544	32,283,252	48,230
Net County Cost	8,932,079	9,447,634	9,366,847	9,619,687	252,840	9,687,277	67,590
Salary Resolution	90.0	90.0	90.0	90.0	—	90.0	—
Funded FTE	90.0	90.0	90.0	89.9	(0.1)	89.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $252,839. Net funding adjustments in FY 2022-23 total $66,100.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	663,108	(17,876)
Gross Appropriations	915,947	48,224
Intrafund Transfers	—	—
Net County Cost	252,839	66,100
Positions	—	—

2. Investigations Staffing: To address operational needs three vacant Unclassified Crime Analysts are deleted and one Unclassified Sr. Information Technology Technician, one Unclassified Information Technology Manager, and one Unclassified Accountant II are added; and two Unclassified Crime Analysts and one Unclassified Lead Crime Analyst are moved to other units in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	41,596	(1,484)
Gross Appropriations	41,597	6
Intrafund Transfers	—	—
Net County Cost	1	1,490
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	704,704	(19,360)
Gross Appropriations	957,544	48,230
Intrafund Transfers	—	—
Net County Cost	252,840	67,590
Positions	—	—

Homeland Security Division (3055P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Homeland Security Division**

Program Outcome Statement

Provide effective emergency services to San Mateo County

Program Results

The Homeland Security Division (HSD) provides comprehensive emergency management that coordinates County resources to protect lives, property, and the environment through mitigation, preparedness, response, and recovery from all disasters and hazards. The services provided in this division are delivered by the Office of Emergency Services (OES) and the Emergency Services Bureau (ESB).

In FY 2020-21, the OES began transitioning from the Sheriff's Office to the County Manager's Office. This transition will be fully implemented in FY 2021-22.

The HSD utilizes Department of Homeland Security grant funds to train, equip, and prepare San Mateo County and its residents for all types of hazards including citizen participation in Community Emergency Response Team (CERT) training. The SMC Alert notification system provides text, voice, and e-mail messages during emergency situations. The HSD is working to reach a greater number of community members by utilizing multimedia advertising and community outreach to increase enrollment.

The Sheriff's Office operates several volunteer units. Volunteers provide tremendous value, bring specialized skills, assist with search and rescue efforts, and participate in a range of community and preparedness events. The annual dollar value saved using volunteers consistently exceeds $3,000,000.

In 2020, the HSD transitioned to the new Regional Operations Center (ROC) designed with updated technology to streamline communication. This facility was operational for nine months during 2020 to manage the County's response to the COVID-19 pandemic.

Performance Measures

Number of Hours Donated by Sheriff's Office Volunteers

The Emergency Services Bureau is comprised of over 500 volunteers that supplement the work performed by staff. The volunteer units are highly trained and provide specialized service in different areas including search and rescue, marine support, air support, and communications. These volunteers are called upon and provide service under the most difficult of conditions to enhance the safety of residents and visitors to San Mateo County.

New Measure: data will begin to be collected in FY 2021-22

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Homeland Security Division (3055P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	3,509,175	4,773,117	6,815,308	4,566,150	(2,249,158)	3,727,025	(839,125)
Total Requirements	6,722,845	7,796,017	10,515,733	6,561,983	(3,953,750)	5,725,870	(836,113)
Net County Cost	3,213,670	3,022,900	3,700,425	1,995,833	(1,704,592)	1,998,845	3,012
Salary Resolution	16.0	15.0	7.0	6.0	(1.0)	6.0	—
Funded FTE	16.0	15.0	7.0	6.0	(1.0)	6.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; decreases in internal service charges; elimination of one-time revenues and expenditures; and reorganization of the Office of Emergency Services. Net funding adjustments in FY 2021-22 total ($1,559,116). Net funding adjustments in FY 2022-23 total $3,298.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(2,343,635)	(839,125)
Gross Appropriations	(3,884,457)	(829,226)
Intrafund Transfers	(18,294)	(6,601)
Net County Cost	(1,559,116)	3,298
Positions	—	—

2. Homeland Security Staffing: To address operational needs one vacant Captain position is deleted, and one Lieutenant is being moved from the Support Services Division; and one vacant Administrative Assistant position is deleted due to funding reductions in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	94,477	—
Gross Appropriations	(50,999)	(286)
Intrafund Transfers	—	—
Net County Cost	(145,476)	(286)
Positions	(1)	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(2,249,158)	(839,125)
Gross Appropriations	(3,935,456)	(829,512)
Intrafund Transfers	(18,294)	(6,601)
Net County Cost	(1,704,592)	3,012
Positions	(1)	—

Corrections Division (3101P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Corrections Division**

Program Outcome Statement

Provide incarceration and rehabilitative services to promote community safety

Program Results

The Corrections Division provides incarceration and rehabilitative services for pretrial and court-sentenced inmates. The Maple Street Correctional Center houses minimum- to medium-security risk men, and minimum- to high-security risk females. The Maguire Correctional Facility houses pretrial and sentenced inmates. Services are provided in a humane and respectful environment and provide for the medical, nutritional, hygienic, legal, and spiritual needs of this population. Three custody alternative programs also operate and provide different models for incarceration and rehabilitation.

To support the transition of inmates back into the community, the Corrections Division employs an innovative approach by offering programs such as: GED attainment, computer and literacy programs, life skills coaching, a state-of-the-art culinary program, and domestic violence and substance abuse counseling. The Correctional Assessment and Intervention System tool is used to screen inmates for services as well as eligibility for the County's Unified Reentry Program, which assists with reintegration back into the community.

In response to the COVID-19 pandemic in 2020, the Corrections Division implemented video court appearances and video visitation to help slow the spread of the virus. The programs have proved valuable and it's anticipated that these tools will remain in place to supplement in-person court appearances and in-person visits.

In partnership with the Health System, the Corrections Division continues to focus on the needs of inmates with mental illness. Behavioral Health Pods and a separate 10-bed Acute Stabilization Unit provide services for the acutely mentally ill.

Performance Measures

Percent of Inmates Working with In-Custody Case Managers

Working with in-custody case managers is valuable to ensure a meaningful reentry plan is developed for the inmate. Reentry planning assists inmates in reintegrating into the community by connecting them to programs, services, and other assistance that support the process. Understanding an inmate's county of residence helps guide case managers in reentry planning and contributes to understanding inmate population and resource allocation. Understanding the breakdown of inmates by gender and race/ethnicity helps with providing services that best meet the needs of inmates such as gender-responsive programming, culturally-sensitive course curricula, outreach, and reentry planning.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Inmates Working with In-Custody Case Managers	89%	86%	75%	75%	75%

Performance Measures

San Mateo County FY 2020-21 Estimate	Male	Female
White Alone	--	--
Black Alone	--	--
American Indian or Alaska Native Alone	--	--
Asian Alone	--	--
Native Hawaiian or Pacific Islander Alone	--	--
White Alone not Hispanic or Latino	--	--
Some Other Race Alone	--	--
Two or More Races	--	--
New measure: data will begin to be collected in FY 2021-22		

Out of County FY 2020-21 Estimate	San Mateo	San Francisco	Santa Clara	Alameda	Contra Costa
White Alone	--	--	--	--	--
Black Alone	--	--	--	--	--
American Indian or Alaska Native Alone	--	--	--	--	--
Asian Alone	--	--	--	--	--
Native Hawaiian or Pacific Islander Alone	--	--	--	--	--
White Alone not Hispanic or Latino	--	--	--	--	--
Some Other Race Alone	--	--	--	--	--
Two or More Races	--	--	--	--	--
New measure: data will begin to be collected in FY 2021-22					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Corrections Division (3101P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	31,444,072	32,077,475	32,199,320	32,279,585	80,265	32,346,490	66,905
Total Requirements	118,275,359	117,892,664	119,046,823	115,602,101	(3,444,722)	116,040,584	438,483
Net County Cost	86,831,287	85,815,190	86,847,503	83,322,516	(3,524,987)	83,694,094	371,578
Salary Resolution	369.0	364.0	372.0	365.0	(7.0)	365.0	—
Funded FTE	369.0	364.0	372.0	365.0	(7.0)	365.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($1,716,992). Net funding adjustments in FY 2022-23 total $375,588.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	80,265	66,905
Gross Appropriations	(1,457,034)	448,472
Intrafund Transfers	(179,693)	(7,979)
Net County Cost	(1,716,992)	373,588
Positions	—	—

2. Corrections Staffing: To address operational needs two Lieutenant positions are being moved to the Patrol Division; and four vacant Deputy Sheriff positions, and one vacant Legal Office Specialist Supervisor position are being deleted due to funding reductions in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(1,807,995)	(2,010)
Intrafund Transfers	—	—
Net County Cost	(1,807,995)	(2,010)
Positions	(7)	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	80,265	66,905
Gross Appropriations	(3,265,029)	446,462
Intrafund Transfers	(179,693)	(7,979)
Net County Cost	(3,524,987)	371,578
Positions	(7)	—

Court Security and Transportation Bureau (3158P)

Program Locator

County > Criminal Justice > Sheriff's Office > **Court Security and Transportation Bureau**

Program Outcome Statement

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

Program Results

The Court Security and Transportation Bureau provides security to the Courts, Superior Court staff, and four operating courthouses. The Bureau provides secure transportation of inmates to and from court appointments, medical appointments, and other county and state correctional facilities, as well as prisoner extradition services.

The Civil Enforcement Services Unit 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.

Through a Service Level Agreement with the State of California, the Sheriff's Office is also responsible for monitoring over 100 surveillance cameras throughout the Hall of Justice, Traffic Court, and the County parking garage.

Performance Measures

Number of Staff and Public Injuries Taking Place During Transportation Details

The Bureau provides secure transportation of inmates to and from court appointments, medical appointments, other county and state correctional facilities, as well as prisoner extradition services. Since the Prison Realignment Bill (AB109) went into effect, a more sophisticated class of inmates is being transported who are more willing to attempt escape from custody, fashion handmade weapons, and effectively communicate with other inmates in State-run institutions.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Staff and Public Injuries Taking Place During Transportation Details	0	0	0	0	0

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

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

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	12,197,279	12,938,711	16,211,767	16,211,767	—	16,211,767	—
Total Requirements	19,080,388	19,410,081	23,739,680	23,270,852	(468,828)	23,334,562	63,710
Net County Cost	6,883,109	6,471,370	7,527,913	7,059,085	(468,828)	7,122,795	63,710
Salary Resolution	67.0	67.0	67.0	66.0	(1.0)	66.0	—
Funded FTE	67.0	67.0	67.0	66.0	(1.0)	66.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total ($362,671). Net funding adjustments in FY 2022-23 total $63,996.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	—	—
Gross Appropriations	(362,671)	63,996
Intrafund Transfers	—	—
Net County Cost	(362,671)	63,996
Positions	—	—

2. Court Security & Transportation Staffing: One vacant Office Specialist position is deleted due to funding reductions in FY 2021-22.

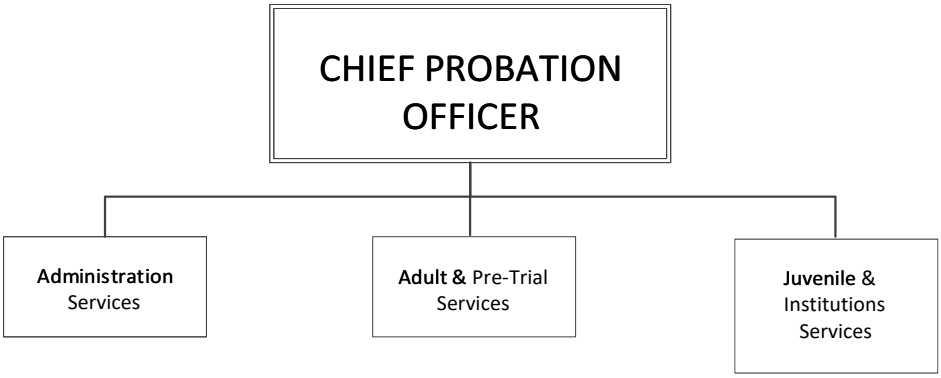
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(106,157)	(286)
Intrafund Transfers	—	—
Net County Cost	(106,157)	(286)
Positions	(1)	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(468,828)	63,710
Intrafund Transfers	—	—
Net County Cost	(468,828)	63,710
Positions	(1)	—

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PROBATION DEPARTMENT



Department Locator

County > Criminal Justice > **Probation Department**

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 2,600 adult probationers (including those in realignment, reentry, specialty courts, diversion, administrative bank cases, and deferred entry of judgment); 400 adults on pretrial monitored own recognizance; 240 juvenile probationers; and the 24-hour supervision or detention of approximately 20 youth in the Youth Services Center-Juvenile Hall (YSC-JH) and Margaret J. Kemp Camp for Girls (Camp Kemp).

Probation represents the link between the application of appropriate consequences for illegal behavior and the establishment of offenders to productive, law-abiding lives. This specialized criminal justice role of probation is a successful and cost-effective balance of both enforcement and treatment. Deputy Probation Officers are responsible for monitoring probationers in the community by enforcing court-ordered restrictions and providing access to rehabilitation programs as well as promoting victim safety and restoration.

Probation achieves its primary purpose of enhancing public safety in three specialized ways: 1) investigating major elements of crimes, the impact upon victims, the criminal histories and behavior of offenders, plus possible sentencing alternative, 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 2019-21, Probation implemented a web-based policy system (Lexipol) to improve how the Department creates, updates, distributes, and acknowledges receipt of department policy information; delivered diversity/cultural sensitivity training hours to sworn personnel; developed grant-funded contracts with eight community-based organizations totaling more than $4.5 million to deliver various programs and services to at-risk youth; created a Risk Manager position to ensure the development of appropriate HR risk strategies, policies, and procedures; completed a department-wide review of caseload data entered by probation officers to ensure accuracy, aid in unit performance, and develop recommendations for improvements; and shifted to an 8-hour shift schedule for YSC-JH and Camp Kemp staff to maximize efficiencies and minimize overtime costs.

Probation continued its collaboration with County and community partners through the enhancement of existing programs. This includes the launch of an enhanced pretrial program, through a grant from the Judicial Council of California. This program incorporates the use of the Virginia Pretrial Risk Assessment Instrument – Revised (VPRAI-R), which measures the risk of pretrial failure as well as the likelihood of defendants to return to court for their arraignment. Probation also expanded wraparound services through Unified Reentry to out-of-custody adult clients.

Population of youth booked into custody as well as those on probation continued to decline, mostly due to state intake restrictions brought about by the COVID-19 pandemic but also because of impacts of previous legislation changes. During the pandemic, in-custody programs shifted to virtual learning from contracted community-based organizations (CBOs), which presented challenges of online schooling fatigue from youth. Internally, staff continued to provide supplemental programs to aid in their successful community reentry.

Department Innovations

In FY 2021-23, Probation anticipates implementing programs as a response to new legislative changes and mandates at the state level. This includes:

- SB 823 (San Mateo County Juvenile Realignment Plan) - This plan provides trauma-informed and developmentally appropriate programs and services for local youth, as well as potential partnerships with other Bay Area counties. It also outlines specialty programs, resources, and services from existing CBOs and county partners with an emphasis on family reunification and successful community reentry. Probation is only interested in contracting with neighboring counties to accept female offenders to ensure that parents and guardians don't have to travel far to be involved in the youth's treatment and rehabilitation.
- AB 1950 (Probation length of terms) – This will result in a reduction in the number of adult clients on supervision.

Additionally, Probation will be shifting to a new evidence-based risk and needs assessment tool to improve its risk-based supervision model, ensuring that clients are supervised according to their risk to recidivate. Probation will also be enhancing its existing case management system to allow for more streamlined data entry and report development.

Performance Measures

Percent of Adult and Juvenile Clients Successfully Completing Probation

The significance of this measure is to provide an overview of the adult and juvenile clients that are completing probation versus the totality of the probation supervision population. This data can be used to develop targeted training and research on assisting the population to have equitable success in their probation supervision. This measure will include information for both juvenile and adults on probation. This particular data point will be compared against the total probation population, providing a comparison of who amongst the supervised population are more likely to end their probation supervision successfully, i.e. with no new law violations or conditions of probation (technical) violations.

For FY 2020-21, Probation has defined successful completion as the absence of any new law violation or technical violations at the time of probation supervision termination. The challenge for the previous data collected for this measure in the past is that the definition of successful completion has varied from one manager to another, making it difficult to compare data across the different supervision units. For FY 19-20, Probations supervised population was made up of the following racial groups:

Race/Ethnicity	Adult Supervision	Juvenile Supervision
Hispanic or Latino	38.4%	66.0%
White	28.2%	11.0%
Black or African American	15.8%	7.0%
Asian	7.3%	2.0%
Native Hawaiian or Other Pacific Islander	3.3%	5.0%
American Indian or Alaska Native	0.3%	0.0%
Other	6.7%	9.0%

This data can be used to develop targeted training and research on assisting the population to have equitable success in their probation supervision.

This data will not be compared to any Census or baseline data. However, once FY 20-21 data is completed, it will be used as the baseline for this performance measure moving forward

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Adult and Juvenile Clients Successfully Completing Probation	--	--	70%	70%	70%

FY 2020-21 Estimate	Percent of Adult Clients Who Successfully Complete Probation	Percent of Juvenile Clients Who Successfully Complete Probation	Probation Supervision Completion Rate by Race/ Ethnicity
American Indian/Alaskan Native	1%	1%	1%
Asian	5%	5%	5%
Black	11%	11%	11%
Latinx	52%	52%	52%
Native Hawaiian or Pacific Islander	4%	4%	4%
White	20%	20%	20%
Other	8%	8%	8%

Performance Measures

Percent of Active Probation Clients Compared to Deputy Probation Officers

This measure will include information on Deputy Probation Officers (DPOs) for both the juvenile and adult divisions and the clients they are actively supervising. The successful practice of probation supervision is grounded on the relationship between the DPO and the client aided by supportive community and treatment services. More often, when the DPOs are culturally understanding and responsive to their clients, it will result in a successful completion of probation supervision. The Federal Probation Journal (2004) says that cultural differences can lead to difficulties in developing the rapport that is necessary to build a helping relationship between the offender and the probation officer. Furthermore, research also says that a culturally-aware DPO is aware and sensitive to their own cultural heritage, and also value cultural influences affect each person differently. DPOs should be aware that each client be understood as a unique individual within the context of culture. Culturally skilled DPOs are comfortable with differences that exist between themselves and their client, and they are comfortable referring clients to someone who may be better qualified to help.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Active Probation Clients Compared to Deputy Probation Officers	__	__	60%	60%	60%

Performance Measure- FY 2020-21 Estimate	Percent of Adult and Juvenile Clients in Probation by Race/ Ethnicity	Percent of Deputy Probation Officers in Probation by Race/ Ethnicity
American Indian/Alaskan Native	1%	1%
Asian	5%	5%
Black	11%	11%
Latinx	52%%	52%
Native Hawaiian/Pacific Islander	4%	4%
White	20%	20%
Other	8%	8%

Accessibility of Contracted Community-Based Programs and Resources by City: Top Five Cities by Client Residence vs. Percentage of Programs/Resources Located in the City.

This measure will include information mostly for contracted services through the Juvenile and Institutions Services Division since most of our contracted services serve the juvenile population. This measure is significant because it will show us if we are choosing community-based programs close to where our clients live or work within San Mateo County in order to make it easier for them to receive these critical services. Deputy Probation Officers (DPOs) will refer clients to these community-based programs and services as part of their conditions of probation supervision. If the programs cannot be reasonably reached by the client, it affects their rehabilitation. The data will include information on the top five cities of residence for Probation clients and the presence of contracted CBO programming in those cities.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Accessibility of Contracted Community-Based Programs and Resources by City: Top Five Cities by Client Residence vs. Percentage of Programs/ Resources Located in that City	__	__	100%	100%	100%

Performance Measures

Performance Measure- FY 2020-21 Estimate	Percent of Juvenile and Adult Probation Clients	Percentage of Programs Located in the City
Redwood City	25%	100%
Daly City	25%	100%
San Mateo	15%	100%
East Palo Alto	20%	100%
South San Francisco	15%	100%

Probation Department (3200B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	—	—	10,000	—	(10,000)	—	—
Fines, Forfeitures and Penalties	16,386	11,365	12,066	12,066	—	12,066	—
Intergovernmental Revenues	33,265,672	32,705,863	36,355,872	37,585,872	1,230,000	37,585,872	—
Charges for Services	1,574,083	1,347,377	1,069,003	—	(1,069,003)	—	—
Interfund Revenue	2,755	2,845	—	—	—	—	—
Miscellaneous Revenue	529,858	528,282	108,494	188,494	80,000	188,494	—
Total Revenue	**35,388,753**	**34,595,731**	**37,555,435**	**37,786,432**	**230,997**	**37,786,432**	**—**
Fund Balance	7,816,797	11,519,313	18,493,825	24,413,135	5,919,310	23,913,135	(500,000)
Total Sources	**43,205,550**	**46,115,044**	**56,049,260**	**62,199,567**	**6,150,307**	**61,699,567**	**(500,000)**
Salaries and Benefits	60,908,665	58,174,564	70,206,168	73,380,567	3,174,399	73,842,691	462,124
Services and Supplies	5,129,635	4,215,566	6,340,107	6,472,509	132,402	6,348,764	(123,745)
Other Charges	8,324,495	9,762,449	10,550,040	10,551,136	1,096	11,085,667	534,531
Fixed Assets	(2,729)	45,185	—	500,000	500,000	1,500,000	1,000,000
Other Financing Uses	6,316,573	6,529,556	6,433,464	6,450,626	17,162	6,452,131	1,505
Gross Appropriations	**80,676,641**	**78,727,320**	**93,529,779**	**97,354,838**	**3,825,059**	**99,229,253**	**1,874,415**
Intrafund Transfers	(202,459)	(172,830)	(132,948)	(132,948)	—	(132,948)	—
Net Appropriations	**80,474,182**	**78,554,490**	**93,396,831**	**97,221,890**	**3,825,059**	**99,096,305**	**1,874,415**
Contingencies/Dept Reserves	6,374,512	11,519,313	18,493,825	23,913,135	5,419,310	22,413,135	(1,500,000)
Total Requirements	**86,848,694**	**90,073,803**	**111,890,656**	**121,135,025**	**9,244,369**	**121,509,440**	**374,415**
Net County Cost	**43,643,144**	**43,958,758**	**55,841,396**	**58,935,458**	**3,094,062**	**59,809,873**	**874,415**
Salary Resolution	415.0	384.0	384.0	383.0	(1.0)	383.0	—
Funded FTE	414.2	381.4	379.6	379.2	(0.4)	379.2	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $6,150,307 or 11 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $10,000 in this funding source due to the deletion of one-time Measure K funding.

Intergovernmental Revenues

There is a net increase of $1,230,000 in this funding source due to the increases of SB 678 state allocation and State backfill revenue associated with AB 1869 for the deletion of adult probationer fees. This increase was partially offset by a decrease in Title IV-E revenue.

Charges for Services

There is a net decrease of $1,069,003 in this funding source due to the removal of adult probationer fees according to AB 1869.

Miscellaneous Revenue

There is a net increase of $80,000 in this funding source due to an increase in SDI payments and worker's comp insurance refund.

Fund Balance

There is a net increase of $5,919,310 in this funding source due to higher general department savings from FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements increased by $9,244,369 or 8.3 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $3,174,399 in this expenditure category due to negotiated labor increases, merit increases, worker's comp cost increases, and a deletion of an Administrative Secretary III – Confidential position.

Services and Supplies

There is a net increase of $132,402 in this expenditure category due to an increase in software license fees for the enhanced case management system. This increase was partially offset by decreases in general office supplies, travel costs, and contracted services costs.

Other Charges

There is a net increase of $1,096 in this expenditure category due to increases in County-owned facility rental charges and other county service charges. This increase was partially offset by decreases in County-leased facility rental charges.

Fixed Assets

There is a net increase of $500,000 due to the addition of one-time purchases of a two-year PIMS+ project.

Other Financing Uses

There is a net increase of $17,162 in this expenditure category due to increases in 10 percent County facility surcharges.

Contingencies/Departmental Reserves
There is net increase of $5,419,310 in this expenditure category due to higher general department savings from FY 2020-21, partially offset by the use of reserves to fund the PIMS+ project. The balance in General Fund Reserves represents 24.6 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST
There is an increase of $3,094,062 or 5.5 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $500,000 or two percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Fund Balance
There is a net decrease of $500,000 in this funding source due to the elimination of one-time projects and purchases in FY 2021-22.

TOTAL REQUIREMENTS
Total Requirements decreased by $374,415 or 0.3 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $462,124 in this expenditure category due to negotiated labor increases and merit increases.

Services and Supplies
There is a net decrease of $123,745 in this expenditure category due to decreases in office furniture and equipment costs and general office repair and maintenance costs.

Other Charges
There is a net increase of $534,531 in this expenditure category due to increases in County facility rental charges and other county services charges.

Fixed Assets
There is a net increase of $1,000,000 due to the addition of one-time purchases of a two-year PIMS+ project.

Other Financing Uses
There is a net increase of $1,505 in this expenditure category due to an increase in county facility rental ten percent surcharges.

Contingencies/Departmental Reserves
There is net decrease of $1,500,000 in this expenditure category due to the use of Reserves to fund the PIMS+ project. The balance in General Fund Reserves represents 22.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST
There is an increase of $874,415 or 1.5 percent in this Department's General Fund allocation.

Administrative Services (3211P)

Program Locator

County > Criminal Justice > Probation Department > **Administrative Services**

Program Outcome Statement

Enhance Department operations through executive-level leadership and administrative support

Program Results

The Administrative Services Division provides department-wide leadership and support in key areas including fiscal services; budget and performance review; data collection and analysis; procurement and contract management; internal affairs; public relations; background investigations and training; risk management; and payroll and personnel services to approximately 384 employees.

Financially, the Department's budget has been and will continue to be a challenge since funding relies heavily on the support of the County General Fund, coupled with capped State revenues with designated purposes. There are also a number of legislative changes that are affecting the already limited revenues the Department receives while maintaining the same service levels for the community. The Department's command staff continue to work with staff to control costs and maintain Reserves.

In FY 2019-21, the Division implemented a web-based policy system (Lexipol) to improve how the Department creates, updates, distributes, and acknowledges receipt of department policy information; delivered diversity/cultural sensitivity training hours to sworn personnel; developed grant-funded contracts with eight community-based organizations totaling more than $4.5 million to deliver various programs and services to at-risk youth; created a Risk Manager position to ensure the development of appropriate HR risk strategies, policies, and procedures; and completed a department-wide review of caseload data entered by probation officers to ensure accuracy, aid in unit performance, and develop recommendations for improvements.

In FY 2021-23, the Program plans to continue providing high-quality diversity and/or cultural sensitivity-related training to probation officers and group supervisors and identifying other opportunities for employee development and retention. With legislative changes to use-of-force laws, training will focus on how staff can best keep the community and clients safe. Additionally, the Information Technology (IT) team will continue to explore new automation opportunities to increase the effectiveness and efficiency of other critical programs, focusing on case management, shift scheduling, and security. The Department will also work with County and state stakeholders to ensure the reliable and secure transmission of data throughout various systems.

Performance Measures

Number of Diversity/Cultural Sensitivity-Related Training Hours Completed by Sworn Staff

This measure provides information on the number of high-quality diversity and/or cultural sensitivity-related training to Deputy Probation Officers (DPOs) and Group Supervisors (GSs). This will also be used in identifying other opportunities for employee development and retention. This measure is crucial in ensuring staffs understanding of cultural diversity and the ability to interact with different populations of people especially when managing conflict. Although state guidelines mandate every probation department DPOs and GSs to complete 40 hours of training, it does not specify the types of training needed. This measure shows the San Mateo Count Probation Departments commitment to ensure that staff have the knowledge and skills to be culturally aware in their interactions with not only their clients but with every resident they encounter.

In FY 19-20, a total of 586 diversity/cultural sensitivity-related training hours were completed by DPOs and GSs. This data reinforces sworn staffs understanding of cultural diversity and the ability to interact with different populations of people especially when managing conflict.

This data will not be compared to any Census or baseline data. However, the FY 19-20 data will be used as the baseline for this performance measure moving forward.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Diversity/Cultural Sensitivity-Related Training Hours Completed by Sworn Staff	__	586	550	550	550

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Administrative Services (3211P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	5,900,822	8,525,242	9,519,591	15,428,751	5,909,160	14,928,751	(500,000)
Total Requirements	14,495,074	14,864,464	18,756,397	26,096,858	7,340,461	25,898,216	(198,642)
Net County Cost	8,594,253	6,339,223	9,236,806	10,668,107	1,431,301	10,969,465	301,358
Salary Resolution	33.0	37.0	38.0	38.0	–	38.0	–
Funded FTE	33.0	37.0	38.0	38.0	–	38.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in services and supplies; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $9,192,989. Net funding adjustments in FY 2022-23 total $301,358.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(7,771,838)	(500,000)
Gross Appropriations	1,421,151	(198,642)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Net County Cost	9,192,989	301,358
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	13,680,998	—
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	5,919,310	—
Net County Cost	(7,761,688)	—
Positions	—	—

3. PIMS+ Project: This action appropriates department reserves to fund the PIMS+ project, an enhanced case management system that will allow for more streamlined data entry and report development. There is no Net County Cost impact.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	500,000	1,500,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(500,000)	(1,500,000)
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	5,909,160	(500,000)
Gross Appropriations	1,921,151	1,301,358
Intrafund Transfers	—	—
Contingencies/Dept Reserves	5,419,310	(1,500,000)
Net County Cost	1,431,301	301,358
Positions	—	—

Adult and Pretrial Services (3227P)

Program Locator

County > Criminal Justice > Probation Department > **Adult and Pretrial Services**

Program Outcome Statement

Enhance public safety and support client rehabilitation through collaborative efforts

Program Results

The Adult and Pretrial Services Division contributes to the County's Shared Vision commitment to ensure public safety by reducing crime in our neighborhoods and providing seamless service to residents. The Division has three distinct services: Court Services, Supervision Services, and Pretrial Services. Court Services provide timely and impartial information to the Superior Court. Supervision Services provide offender accountability through the enforcement of court-ordered probation conditions. Pretrial Services provide the courts with background information to determine appropriate release for defendants in custody prior to sentencing and works with them to ensure they appear in court as ordered.

In FY 2019-20, 880 clients were terminated from probation. Of these, 607 clients, or 69 percent, successfully completed their probation term. Rehabilitation and treatment opportunities have been provided to all probation clients. Additionally, Court Services completed 3,486 reports to the Superior Court and Pretrial Services completed 5,971 reports to the Superior Court. Additionally, 491 defendants were granted release on Supervised Own Recognizance. The services provided allow the courts to make decisions that ensure public safety and allow eligible clients to return to their communities.

For FY 2021-23, the Division will connect clients to more community-based resources, such as wraparound services that address a multitude of needs and provide assistance with housing, employment, and education. The Division will continue to identify clients' needs by administering an evidence-based risk and needs assessment tool. The Division has implemented a new risk assessment tool for Pretrial Services, the Virginia Pretrial Risk Assessment Instrument - Revised (VPRAI-R), which allows Pretrial Services and the Superior Court to make evidence-based recommendations and/or decisions regarding pretrial release and/or monitoring. New initiatives the Division will be undertaking include enhancing supervision strategies for clients on reduced probation terms as a result of legislative impacts and expanding services of the Pathways program to include defendants on diversion.

Performance Measures

Percent of Pretrial Clients Served by Probation Recommended for Pretrial Release

When an individual is arrested and considered for pretrial release, Probation staff administer a risk assessment to determine what type of release is most appropriate for the defendant. Generally, Probation staff can recommend release on ones own recognizance, release with monitoring, or deny release. The data tells the story of how often Probation staff make a recommendation to the judge to release a defendant from jail while they are awaiting trial. Furthermore, the data can help us understand if a defendants chances of pretrial release may be influenced by race. Most of San Mateo Countys jail population is not serving a jail sentence; in other words, most inmates are being held in jail before they are found guilty by the courts. This data provides the community with a better understanding of how often pretrial defendants are recommended for release by the Probation Department, and if those recommendations are applied equitably across racial and ethnic groups. If a pretrial defendant is granted release from custody, they are more likely to stay connected to their families, communities, employment, and reduce the likelihood of recidivism while they are waiting for their court date.

San Mateo Countys pretrial pilot program launched in January 2020 with the implementation of the Virginia Pretrial Risk Assessment Instrument Revised (VPRAI-R). This tool measures the risk of pretrial failure as well as the likelihood of defendants to return to court for their arraignment. The 2020 Probation pretrial data shows that 40% of all Black/African American pretrial clients were given a recommendation to deny pretrial release, compared to 28% of Hispanic/Latino clients and 34% of White clients. Prior to adopting the new pretrial risk assessment tool, Probation did not collect data on pretrial release recommendations by race or ethnicity. It is unknown whether the new risk assessment tool has improved racial equity outcomes for pretrial defendants. Pretrial risk assessment tools use a defendants prior criminal history to determine their risk level. If data related to criminal activity, arrests, convictions, etc. are racially biased, then the risk assessment tool may produce racially biased results. Finally, the pretrial recommendation only tells us about part of the pretrial process. A judge can grant or deny pretrial release regardless of Probations recommendation.

This data will not be compared to any Census or baseline data. However, once FY 20-21 data is completed, it will be used as the baseline for this performance measure moving forward

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Pretrial Clients Served by Probation Broken Down by Release Recommendation	--	--	70%	70%	70%

Performance Measure	Number of Assessed Pretrial Clients	Number of Assessed Clients Recommended for Pretrial Release	Percent of Assessed Pretrial Clients Recommended for Pretrial Release
American Indian/Alaskan Native	3	3	100%
Asian	99	76	77%
Black	452	273	60%
Latinx	825	590	72%
Native Hawaiian or Pacific Islander	50	36	72%
White	525	347	64%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Adult and Pretrial Services (3227P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	11,925,277	14,063,392	16,492,898	16,714,573	221,675	16,714,573	–
Total Requirements	26,564,018	29,096,073	34,554,543	36,517,188	1,962,645	36,776,335	259,147
Net County Cost	14,638,741	15,032,681	18,061,645	19,802,615	1,740,970	20,061,762	259,147
Salary Resolution	158.0	172.0	175.0	175.0	–	175.0	–
Funded FTE	158.0	171.5	173.3	173.9	0.6	173.9	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; decreases in county leased facility rental charges; increases in contracted services; increases in SB 678 state allocation and miscellaneous revenues; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $2,050,934. Net funding adjustments in FY 2022-23 total $259,147.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	140,036	–
Gross Appropriations	2,190,970	259,147
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Net County Cost	2,050,934	259,147
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	309,964	—
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(309,964)	—
Positions	—	—

3. Removal of Adult Probationer Fees: This action removes the receipts from adult probationer fees receipts according to AB 1869. Although the State is developing a plan to backfill counties for this revenue loss, the allocation methodology is yet to be determined. This action assumes approximately 50% of lost revenue will be backfilled by the State. It is also anticipated that the revenue collection costs will be reduced.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	(228,325)	—
Gross Appropriations	(228,325)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	221,675	—
Gross Appropriations	1,962,645	259,147
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	1,740,970	259,147
Positions	—	—

Juvenile and Institutions Services (3253P)

Program Locator

County > Criminal Justice > Probation Department > **Juvenile and Institutions Services Division**

Program Outcome Statement

Ensure public safety through institutional rehabilitative care and protect the community through youthful offender accountability

Program Results

Institutions operates two detention settings for court-involved youth, the Youth Services Center-Juvenile Hall (YSC-JH) and the Margaret J. Kemp Camp for Girls (Camp Kemp), as well as services through the Phoenix Reentry Program, GIRLS Empowerment Program, and alternatives to detention such as the Community Care Program (CCP) and electronic monitoring. Deputy Probation Officers (DPOs) assess youth for eligibility into diversion programs redirect youthful offenders through alternative programming, supervision, and supports. By assessing the risk, strengths, and needs of juvenile justice-involved youth and creating individualized case plans, DPOs are focused on meeting youth and family needs within the community by providing evidence-based prevention and intervention services. DPOs supervise youthful offenders and protect the community through advancing the principles of restorative justice and rehabilitation.

At-risk and juvenile justice-involved youth and their families receive prevention, early intervention, culturally-sensitive, trauma-informed, evidence-based, and/or promising-practice programs that promote resiliency, pro-social behavior, emotional wellbeing, improved family functioning, reduced substance use, and increased engagement in the community and in school. In FY 2019-20, 1,269 at-risk and juvenile justice-involved clients were served by community-based organizations. These youth had a 39 percent decrease in new law violations and a 23 percent decrease for probation violations. Additionally, 530 youth were screened and managed by the Assessment Center, where 11 percent successfully completed diversion programs without a new law violation. Subsequently, approximately 265 youth were assigned to supervision caseloads where DPOs ensure compliance with court orders, administer risk assessments, provide appropriate additional supports, community resources, and work with the youth and families to keep youth out of custody.

In FY 2019-20, the average daily population was 39 in YSC-JH and five in Camp Kemp, where youth participate in programs to learn valuable coping and life skills with the hope to bring families back together, stronger than they were before. The passing of SB 823, the State's Division of Juvenile Justice (DJJ) will halt all transfers of youth from California's counties to DJJ facilities, commencing July 1, 2021. Youth who previously would have been sent to DJJ will remain in local settings closer to their families and communities. Institutions has developed a Youth Realignment Plan that will provide trauma-informed and developmentally-appropriate programs for these youth, as well as potential partnerships with other Bay Area counties with an emphasis on family reunification and successful community reentry.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Juvenile and Institutions Services (3253P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	25,379,452	23,526,411	30,036,771	30,056,243	19,472	30,056,243	—
Total Requirements	45,789,602	46,113,265	58,579,716	58,520,979	(58,737)	58,834,889	313,910
Net County Cost	20,410,150	22,586,855	28,542,945	28,464,736	(78,209)	28,778,646	313,910
Salary Resolution	224.0	175.0	171.0	170.0	(1.0)	170.0	—
Funded FTE	223.2	172.9	168.3	167.3	(1.0)	167.3	—

1. Adjustments to Provide Current Level Services: The Probation Department historically had two Programs in the budget through FY 2020-21: Juvenile Services and Institutions Services. These two Programs have been combined into one Program titles Juvenile and Institutions Services beginning FY 2021-22. Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; decreases in services and supplies; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $10,343,964. Net funding adjustments in FY 2022-23 total $313,910.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(10,402,701)	—
Gross Appropriations	(58,737)	313,910
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	10,343,964	313,910
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	10,422,173	—
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(10,422,173)	—
Positions	—	—

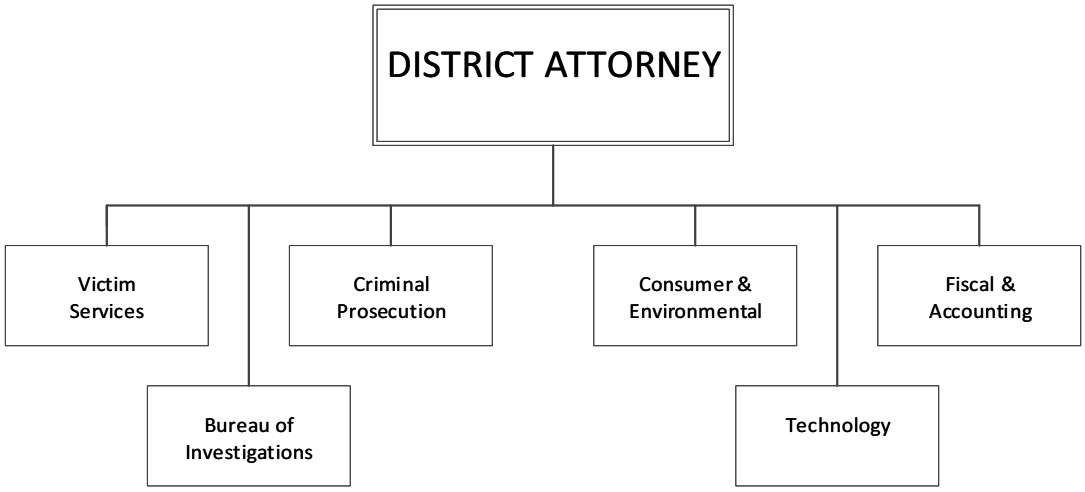
3. Administrative Assistant Position: This action reconciles the budget with the Salary Resolution passed by the board of Supervisors on May 18, 2021. One vacant Administrative Assistant position is eliminated from the Probation Department budget and transferred to County Health.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	(1)	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	19,472	—
Gross Appropriations	(58,737)	313,910
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(78,209)	313,910
Positions	(1)	—

DISTRICT ATTORNEY'S OFFICE



Department Locator

County > Criminal Justice > **District Attorney's Office**

Mission Statement

The mission of the District Attorney's Office is the prosecution of adult and juvenile offenders, provision of 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.

There are also several integral units within the District Attorney's office that provide resources to the community. 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 and gang cases. In addition, the Inspector's Bureau is responsible for all child abduction investigations that involve visitation, arrests violators, enforces child custody orders, and locates, recovers, and returns dependent children. The Victim's Services Unit provides services to victims of violent crimes, such as crisis intervention, emergency assistance, and 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 the community.

Significant Challenges

The explosion in the use of digital evidence in the investigation and prosecution of crime continues to create challenges for the District Attorney's Office. Virtually every crime that is investigated has some component of digital evidence to be collected, analyzed, stored, and provided to defense counsel through the discovery process, including police officer body camera video, patrol car videos, security camera videos from homes and businesses, and the contents of cell phones from suspects and witnesses. This has required the Office to devote more time and resources to collecting, storing, and disseminating these items of evidence, which has been done through digital storage software and the dedication of additional personnel to review and distribute the evidence. The challenge for District Attorney Office staff is that each case requires significantly more time to review and prosecute since there is more evidence to be evaluated. The Office expects this to be the new paradigm in evaluating and prosecuting criminal cases in the future.

A recent example of this is in the large-scale fraud investigation of unemployment benefits distributed through the Federal Coronavirus Aid, Relief, and Economic Security Act and the California Employment Development Department. The County's Office was the first District Attorney's Office in the state to investigate and file charges against dozens of inmates and co-conspirators on the outside who used electronic devices (computers and cell phones) to digitally file fraudulent applications for unemployment benefits for incarcerated applicants. The fraud has cost the State over $10 billion and counting and required extensive investigation into the electronic means by which the fraud was conducted—searching phones and computers, obtaining video evidence and electronic records from dozens of bank branches, and obtaining electronic records of the fraudulent applications and pay-outs. This investigation is continuing and has identified dozens of other suspects in San Mateo County, which will take significant time and resources to prosecute over the next couple of years.

Another challenge for the Office in the coming years will be addressing the ever-increasing number of new statutes passed by the Legislature that will require prosecutor offices to re-litigate and defend existing convictions, many that are decades old. Similar to Penal Code Section 1170.95, which granted murder defendants the right to re-litigate the theory of their guilty, and required the office to request, and be granted, an additional full-time Deputy position, these new laws will require an increasing amount of work by line deputies and staff to re-assemble cases that are years old in order to preserve hard won convictions.

Finally, the Victim Services Unit anticipates significant challenges in the next two-year budget cycle as the Office anticipates a reduction in grant funding from the State. A significant portion of this unit, which covers salaries/benefits to staff but also resources to victims, is dependent on grants from the State and federal government. At the same time, the District Attorney's Office will be required to locate and contact additional victims of closed cases that are being re-litigated due to the new state statutes discussed above, creating an additional amount of work for the unit.

Department Innovations

Last year, the District Attorney's Office created both Social Equity and Racial Equality work groups composed of staff from all units in the office. The purpose of these work groups is to help guide the development of policy within the office to better address issues of race and social equity in a criminal prosecutor's office, which includes the impact of crime on victims in under-represented and vulnerable sections of our society.

The groups meet regularly and provide assessments of issues related to race and social equity in prosecution, gather best practices from criminal justice partners within and outside of the county and establish procedures and policies to be adopted by the Office that will continue to bring change to the justice system. The goal of both groups is to implement policies and distribute services to eliminate any disparity or marginalization while increasing social and racial inclusion.

The District Attorney's office will also closely monitor and track hate crimes against community members. The Office will reach out, provide education, and facilitate training for our law enforcement partner agencies to enable them to better identify instances of hate crimes and to offer our assistance in devising best methods that will aid in the investigation of these cases. The Office will also appoint two prosecutors, at the felony and misdemeanor level, who will handle hate crimes cases from start to finish and who will serve as valuable resources for law enforcement and the community in combating these offensive crimes.

Performance Measures

Elder Abuse Cases Referral

Senior citizens are the foundation of our community. National estimates indicate that up to five million older adults are abused every year. Elder financial abuse is one of the fastest growing crimes. It is estimated that elder victims of financial abuse lose at least $2.6 billion dollars annually.

The San Mateo County District Attorney's Office (DA) is proud to partner with Aging and Adult Services, the Public Guardian, and County Counsel on a County-wide elder and dependent adult protection initiative, EDAPT (Elder and Dependent Adult Protection Team).

An elder is defined as anyone 65 years and older. San Mateo Countys (SMC) older adult population is expected to grow by over 70% by 2030. As more people grow older in SMC, we need to ensure everyone can do so safely. San Mateo County Health statics show that the population 65 years and older represents 17% (131,601) of the overall population. While Justice.gov estimates that nationwide one in ten persons over the age of 65 will experience at least one form of abuse during their lifetime, most incidents go unreported. Because this equity measure is new there is not enough data to provide any conclusions. Over the coming years the DA will monitor the age group data of its elder abuse cases to determine if there are any prevailing trends.

In terms of challenges, it is believed that elder abuse is under reported due to many barriers faced by the victims: intrafamilial victimization, the ability to access resources/assistance, limited access to native language resources and trust in law enforcement and the criminal justice system. Many of these factors are out of the DAs direct control and are a focus of EDAPT.

New Measure: Data will begin to be collected in FY 2021-22.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Elder Abuse Cases Referred to the DAO for Criminal Charges by Age Group.	-	-	-	-	-

Performance Measure's Equity Lens	65-70 Years	71-74 Years	75-80 Years	80+ Years
Age Group	-	-	-	-

New Measure: Data will begin to be collected in FY 2021-22.

Number of filed criminal cases that involve victims who are people of color

People of color are at a significant risk of victimization. The rates of victimization over time remains higher for people of color; for example Black people were overrepresented among persons who experience serious nonfatal violent crimes (36%) relative to their representation in the U.S. population (13%) (U.S. Bureau of Justice Statistics). The DAs office recognizes the disproportionate level of risk to people of color and is committed to responding to victims in a culturally competent manner. Identifying the specific number of filed criminal cases involving victims who are people of color will allow the DAs office to provide effective and culturally responsive support.

This measurement is new to our office. For that reason, we do not have data to report. It is important to examine the disparities that may exist in our communities so that we can take necessary steps to providing effective support and reduce the burden that some members of our community carry with their increased risk of victimization. San Mateo County is a diverse community; according to the 2019 U.S. Census data, 38.7% of residents self-identified as white, 24% Hispanic/ Latinx, 30/6% Asian and 2.8% Black. 46% of our community reports that they speak a language other than English as their primary language. Measuring any data point utilizing only one or two racial/ethnic groups would result in an ineffective picture of the situation.

Deceasing the overall amounts of victimization against people of color will benefit not insignificantly, the victims and their families but it will also decrease neighborhood violence overall.

Performance Measures

Like many criminal justice data points, the data that is available to us is incomplete. The Bureau of Justice Statistics asked crime victims whether they reported their crime to police or not. In 2019, only 40.9% violent crimes were reported to authorities. There are many barriers to reporting crimes including physical and emotional isolation, access to information, language barriers, trust in law enforcement and the criminal justice system and financial concerns. This data set is largely out of the control of the DAs Office, but it remains a focus of our office to identify ways that we can help bridge the gap and identify effective ways to support victims of crime.

New Measure: Data will begin to be collected in FY 2021-22.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Filed Criminal Cases that Involve Victims who are People of Color	-	-	-	-	-

Performance Measure's Equity Lens	Asian	Black	Hispanic	Pacific Islander	White
	-	-	-	-	-

New Measure: Data will begin to be collected in FY 2021-22.

Violent Case Referral

Residents in low-income communities face the greatest risk of violent victimization. According to a 2014 Bureau of Justice Statistics Reportthe latest year for which data is availablethe victimization rate for violent crimes among individuals who are at or below the federal poverty level had more than double the rate of violent victimization as persons in high income households.

This measurement is new to our office. For that reason, we do not have data to report. We suspect that the data will yield important information about the rates of victimization for members of our community based on income. For this measurement, we will evaluate our crime rates and the median income by city/town and unincorporated areas. Unincorporated Inland includes Portola Valley and Woodside. Unincorporated Coast includes El Granada, Moss Beach, Montara, Ladera, La Honda, Pescadero and Loma Mar.

Crime and victimization bring a host of social and economic costs, often with long-lasting impacts on its victims. In addition to the direct costs of crime, such as costs associated with injury and out-of-pocket expenses, victims of crime particularly violent crime often suffer from emotional harm and financial difficulties. According to 2020 Census data, the median household income in SMC is $122,641 and our poverty rate is at 6.1% (calculated by the Small Area Income and Poverty Estimates) or approximately 125,000 residents.

It is widely understood that crimes are underreported due to the many barriers faced by the victims, such as: intergenerational cycles of crime and victimization, poverty, income, the ability to access resources/assistance, limited access to native language resources and trust in law enforcement and the criminal justice system. Many of the challenges outlined are larger issues that are out of the DAs control but effect a willingness to seek help, report crimes and participate in the criminal justice process.

New Measure: Data will begin to be collected in FY 2021-22.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Violent Cases Referred to the DAO for Criminal Charges Based on the Median Income of Where Crime Occurred.	-	-	-	-	-

New Measure: Data will begin to be collected in FY 2021-22.

Performance Measures

Walk-In Visitors to the DAO

Geographically, San Mateo County is the 15th largest county in California, covering 741 square miles. Accessibility to services is of utmost importance, all members of our community should have access and feel comfortable seeking information, services and guidance through their DAs office. The issue of proximity and access to services is particularly relevant for individuals with lower incomes who may lack reliable access to transportation. We know lower socio-economic status often correlates to higher rates of victimization therefore it is important that the physical locations and proximity to transportation options allow for all members of the community to access them regardless of income or location in the community.

We do not currently have the data to provide conclusions as this is a new equity measure for the District Attorneys Office. During the upcoming year, we will monitor the number of community members who visit each of our offices by collecting information about where our visitors come from: Southern SMC (-S), Mid-SMC (-M), Northern SMC (-N) and Coastal SMC (-C). Using this data, we will identify and respond to any prevailing trends.

The District Attorneys Office maintains three physical office locations in Redwood City, San Mateo and South San Francisco. While it is believed that these offices are easily accessible to the public, members of the community may not know what services and information we provide or have trouble physically traveling to our offices. With the data we gather over the court of the upcoming year, we will be able to actively seek out ways to engage lesser served communities in San Mateo County.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Walk-In Visitors to the DAO	-	-	-	-	-

New measure: Data will begin to be collected in FY 2021-22.

District Attorney's Office (2510B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	950,371	966,985	935,408	964,338	28,930	964,338	–
Fines, Forfeitures and Penalties	10,000	9,829	713,149	624,592	(88,557)	624,592	–
Intergovernmental Revenues	13,880,748	14,480,342	14,837,635	14,716,308	(121,327)	14,716,308	–
Charges for Services	243,281	190,843	217,575	204,769	(12,806)	204,769	–
Interfund Revenue	166,881	225,515	–	–	–	–	–
Miscellaneous Revenue	144,244	66,097	34,000	34,000	–	34,000	–
Total Revenue	**15,395,525**	**15,939,611**	**16,737,767**	**16,544,007**	**(193,760)**	**16,544,007**	**–**
Fund Balance	6,052,960	6,514,274	7,208,916	8,190,102	981,186	7,052,596	(1,137,506)
Total Sources	**21,448,485**	**22,453,885**	**23,946,683**	**24,734,109**	**787,426**	**23,596,603**	**(1,137,506)**
Salaries and Benefits	28,961,289	31,008,197	34,888,125	34,905,568	17,443	35,480,237	574,669
Services and Supplies	1,219,359	1,328,422	2,793,621	2,264,012	(529,609)	2,296,937	32,925
Other Charges	2,001,562	1,991,564	2,198,777	2,412,406	213,629	2,343,647	(68,759)
Fixed Assets	25,683	27,869	–	–	–	–	–
Other Financing Uses	161,142	151,969	151,127	145,349	(5,778)	146,686	1,337
Gross Appropriations	**32,369,035**	**34,508,021**	**40,031,650**	**39,727,335**	**(304,315)**	**40,267,507**	**540,172**
Intrafund Transfers	(111,254)	(150,343)	(537,419)	(538,183)	(764)	(545,091)	(6,908)
Net Appropriations	**32,257,781**	**34,357,678**	**39,494,231**	**39,189,152**	**(305,079)**	**39,722,416**	**533,264**
Contingencies/Dept Reserves	4,915,454	5,376,768	6,071,410	7,052,596	981,186	5,915,090	(1,137,506)
Non-General Fund Reserves	–	–	–	–	–	–	–
Total Requirements	**37,173,235**	**39,734,446**	**45,565,641**	**46,241,748**	**676,107**	**45,637,506**	**(604,242)**
Net County Cost	**15,724,750**	**17,280,561**	**21,618,958**	**21,507,639**	**(111,319)**	**22,040,903**	**533,264**
Salary Resolution	137.0	140.0	141.0	141.0	–	141.0	–
Funded FTE	136.0	139.0	139.6	139.4	(0.2)	139.4	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $787,426 or 3.2 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes
There is a net increase of $28,930 in this funding source due to an increase in the Measure K funding allocation.

Licenses, Permits, and Franchises
There is no change in this funding source.

Fines, Fees, and Forfeitures
There is a net decrease of $88,557 in this funding source due to not anticipating civil penalties revenues as in prior years as the result from a limited number of cases being charged and prosecuted in the coming year.

Use of Money and Property
There is no change in this funding source.

Intergovernmental Revenues
There is a net decrease of $121,327 in this funding source due to anticipation of federal grant funding reduction.

Charges for Services
There is a net decrease of $12,806 in this funding source due to anticipating document recording fees on real estate transactions for the District Attorney's Real Estate program to be less than prior years.

Interfund Revenue
There is no change in this funding source.

Miscellaneous Revenue
There is no change in this funding source.

Other Financing Sources
There is no change in this funding source.

Fund Balance
There is a net increase of $981,186 in this funding source due to unspent salary and benefits funds from prior year as the result of unfilled positions.

TOTAL REQUIREMENTS

Total Requirements increased by $676,107 or 1.4 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $17,443 in this expenditure category due to an increase in adjustments to retiree health contributions.

Services and Supplies
There is a net decrease of $529,609 in this expenditure category due to anticipating reduction in federal grant funding and reduction in general operating expenditures in order to cover the increase in internal services charges.

Other Charges
There is a net increase of $213,629 in this expenditure category due to increase in internal service charges.

Fixed Assets
There is no change in this expenditure category.

Other Financing Uses
There is a net decrease of $5,778 in this expenditure category due to County chargeback change in calculation.

Intrafund Transfers
There is a net increase of $764 in this expenditure category due to a slight increase in funds received for salary and benefits costs for two extra help employees, which is reimbursed by the County Manager's Office.

Contingencies/Departmental Reserves
There is a net increase of $981,186 in this expenditure category due to unspent salary and benefits funds from prior year as the result of unfilled positions. The balance in General Fund Reserves represents 18 percent of Net Appropriations. There are no changes to Non-General Fund Reserves.

NET COUNTY COST
There is a decrease of $111,319 or 0.5 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $1,137,506 or 4.8 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes
There is no change in this funding source.

Licenses, Permits, and Franchises
There is no change in this funding source.

Fines, Fees, and Forfeitures
There is no change in this funding source.

Use of Money and Property
There is no change in this funding source.

Intergovernmental Revenues
There is no change in this funding source.

Charges for Services
There is no change in this funding source.

Interfund Revenue
There is no change in this funding source.

Miscellaneous Revenue
There is no change in this funding source.

Other Financing Sources
There is no change in this funding source.

Fund Balance
There is a net decrease of $1,137,506 in this funding source due to one-time projects and purchases in FY 2021-22.

TOTAL REQUIREMENTS
Total Requirements decreased by $604,242 or 1.3 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $574,669 in this expenditure category due to negotiated salary and benefit increase as well as increase and adjustments to retiree health contributions.

Services and Supplies
There is a net increase of $32,925 in this expenditure category due to anticipated cost to contract for expert witness testimony.

Other Charges
There is a net decrease of $68,759 in this expenditure category due to a decrease in internal services charges.

Fixed Assets
There is no change in this expenditure category.

Other Financing Uses
There is a net increase of $1,337 in this expenditure category due to County chargeback change in calculation.

Intrafund Transfers
There is a net increase of $6,908 in this expenditure category due to a slight increase in funds received for salary and benefits costs for two extra help employees, which is reimbursed by the County Manager's Office.

Contingencies/Departmental Reserves
There is a net decrease of $1,137,506 in this expenditure category due to onetime projects from the prior year. The balance in General Fund Reserves represents 15 percent of Net Appropriations. There are no changes to Non-General Fund Reserves.

NET COUNTY COST
There is an increase of $533,264 or two percent in this Department's General Fund allocation.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

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

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	21,448,485	22,453,885	23,946,683	24,734,109	787,426	23,596,603	(1,137,506)
Total Requirements	37,173,235	39,734,446	45,565,641	46,241,748	676,107	45,637,506	(604,242)
Net County Cost	15,724,750	17,280,561	21,618,958	21,507,639	(111,319)	22,040,903	533,264
Salary Resolution	137.0	140.0	141.0	141.0	—	141.0	—
Funded FTE	136.0	139.0	139.6	139.4	(0.2)	139.4	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $8,078,783. Net funding adjustments in FY 2022-23 total $7,585,860.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(7,402,676)	(8,190,102)
Gross Appropriations	(304,315)	540,172
Intrafund Transfers	(764)	(6,908)
Contingencies/Dept Reserves	981,186	(1,137,506)
Non-General Fund Reserves	—	—
Net County Cost	8,078,783	7,585,860
Positions	—	—

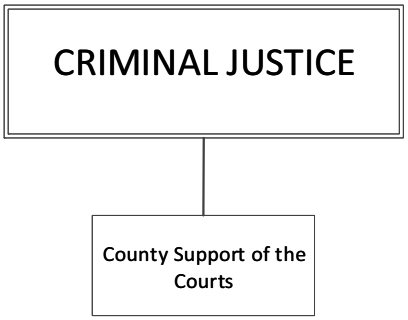
2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	8,190,102	7,052,596
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(8,190,102)	(7,052,596)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	787,426	(1,137,506)
Gross Appropriations	(304,315)	540,172
Intrafund Transfers	(764)	(6,908)
Contingencies/Dept Reserves	981,186	(1,137,506)
Non-General Fund Reserves	—	—
Net County Cost	(111,319)	533,264
Positions	—	—

COUNTY SUPPORT OF THE COURTS



Department Locator

County > Criminal Justice > **County Support of the Courts**

Mission

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, and 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)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Fines, Forfeitures and Penalties	5,397,469	4,886,967	5,069,040	5,069,040	–	5,069,040	–
Charges for Services	1,340,199	1,373,274	1,305,921	1,305,921	–	1,305,921	–
Miscellaneous Revenue	1,246,103	1,391,676	1,168,221	1,168,221	–	1,168,221	–
Total Revenue	**7,983,771**	**7,651,918**	**7,543,182**	**7,543,182**	**–**	**7,543,182**	**–**
Total Sources	**7,983,771**	**7,651,918**	**7,543,182**	**7,543,182**	**–**	**7,543,182**	**–**
Salaries and Benefits	–	(153)	–	–	–	–	–
Services and Supplies	1,690,455	1,570,560	1,538,302	1,538,302	–	1,538,302	–
Other Charges	18,417,587	20,072,267	18,936,692	18,941,979	5,287	18,945,555	3,576
Other Financing Uses	6,545	4,826	7,739	7,739	–	7,739	–
Gross Appropriations	**20,114,587**	**21,647,500**	**20,482,733**	**20,488,020**	**5,287**	**20,491,596**	**3,576**
Intrafund Transfers							
Net Appropriations	**20,114,587**	**21,647,500**	**20,482,733**	**20,488,020**	**5,287**	**20,491,596**	**3,576**
Total Requirements	**20,114,587**	**21,647,500**	**20,482,733**	**20,488,020**	**5,287**	**20,491,596**	**3,576**
Net County Cost	**12,130,816**	**13,995,583**	**12,939,551**	**12,944,838**	**5,287**	**12,948,414**	**3,576**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

County Support of the Courts (2700B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	7,983,771	7,651,918	7,543,182	7,543,182	—	7,543,182	—
Total Requirements	20,114,587	21,647,500	20,482,733	20,488,020	5,287	20,491,596	3,576
Net County Cost	12,130,816	13,995,583	12,939,551	12,944,838	5,287	12,948,414	3,576

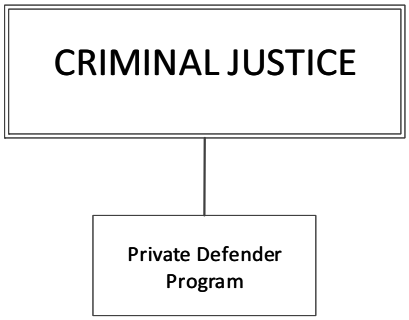
1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for rent of County-owned facilities. Net funding adjustments in FY 2020-21 total $5,287 and $3,576 in FY 2022-23.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	—	—
Gross Appropriations	5,287	3,576
Intrafund Transfers	—	—
Net County Cost	5,287	3,576
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	5,287	3,576
Intrafund Transfers	—	—
Net County Cost	5,287	3,576
Positions	—	—

PRIVATE DEFENDER PROGRAM



Department Locator

County > Criminal Justice > **Private Defender Program**

Mission

In accordance with constitutional requirements and state statutes, the Private Defender Program (PDP) 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 48 years. Currently, there are 114 lawyers on the PDP panel, of whom more than half have over 15 years of criminal or juvenile law experience.

Performance Measures

Number of Criminal Arraignments

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Criminal Arraignments, Both Limited and General	20,197	14,405	10,000	14,867	14,867

Number of Client Complaints

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Relationship Issues:	80	53	54	54	54
Performance Issues:	73	43	10	22	22

Private Defender Program (2800B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	–	–	450,010	450,010	–	450,010	–
Charges for Services	577,318	464,538	600,000	600,000	–	600,000	–
Miscellaneous Revenue	–	–	106	–	(106)	–	–
Total Revenue	**577,318**	**464,538**	**1,050,116**	**1,050,010**	**(106)**	**1,050,010**	**–**
Total Sources	**577,318**	**464,538**	**1,050,116**	**1,050,010**	**(106)**	**1,050,010**	**–**
Services and Supplies	18,003,259	18,723,531	19,468,800	19,468,800	(0)	19,468,800	–
Other Charges	18,432	21,430	26,966	20,466	(6,500)	20,975	509
Other Financing Uses	36,782	37,077	37,119	36,962	(157)	36,964	2
Gross Appropriations	**18,058,473**	**18,782,038**	**19,532,885**	**19,526,228**	**(6,657)**	**19,526,739**	**511**
Intrafund Transfers							
Net Appropriations	**18,058,473**	**18,782,038**	**19,532,885**	**19,526,228**	**(6,657)**	**19,526,739**	**511**
Total Requirements	**18,058,473**	**18,782,038**	**19,532,885**	**19,526,228**	**(6,657)**	**19,526,739**	**511**
Net County Cost	**17,481,155**	**18,317,500**	**18,482,769**	**18,476,218**	**(6,551)**	**18,476,729**	**511**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Private Defender Program (2800B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	577,318	464,538	1,050,116	1,050,010	(106)	1,050,010	—
Total Requirements	18,058,473	18,782,038	19,532,885	19,526,228	(6,657)	19,526,739	511
Net County Cost	17,481,155	18,317,500	18,482,769	18,476,218	(6,551)	18,476,729	511

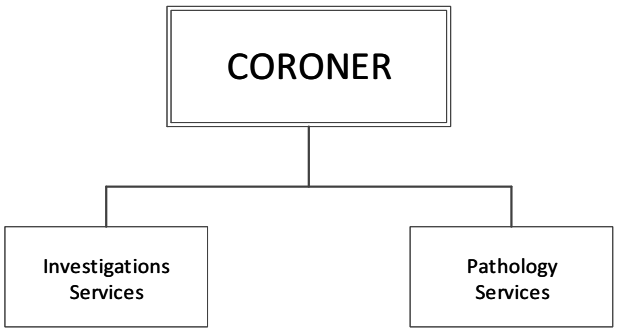
1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: changes in internal service charges and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total ($6,551). Net funding adjustments in FY 2022-23 total $511.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(106)	—
Gross Appropriations	(6,657)	511
Intrafund Transfers	—	—
Net County Cost	(6,551)	511
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(106)	—
Gross Appropriations	(6,657)	511
Intrafund Transfers	—	—
Net County Cost	(6,551)	511
Positions	—	—

CORONER'S OFFICE



Department Locator

County > Criminal Justice > **Coroner's Office**

Mission Statement

The mission of the Coroner's Office is 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 and to provide high quality service in a courteous manner balancing the needs of the residents with the Coroner's legal requirement.

Overview

The Coroner's Office is mandated by California Government Code §27491 to investigate the circumstances of sudden, violent, unexplained, or unnatural deaths within San Mateo County and determine the manner of death. The Office receives and investigates approximately 2,250 death reports annually. Approximately 28 percent of those reports require further inquiry. The Coroner's Office performs these investigations independently and thoroughly while ensuring that other allied agencies are able to complete their own investigation. With the cooperation of law enforcement agencies, medical personnel, funeral homes, and families, the Deputy Coroner positively identifies the decedent, secures the decedent's property, and locates and notifies next of kin. The Deputy Coroners provide families with information regarding funeral arrangements, obtaining death certificates, and recovering personal property. The Coroner's Office contracts forensic pathology, medical transcription, indigent cremation, body removal, toxicology, and histology services.

The Coroner's Office anticipates the following challenges and trends in FY 2021-23:

- Increasing costs for supplies and services due to COVID-19 and increasing caseload
- Slower case closure rates due to increased caseload
- Increase in cost per exam due to higher volume of homicides, suicides, and overdoses (especially those where fentanyl and other opiates have been detected)
- The moves of the Pathology Division to a new facility in FY 2021-22 and Administration and Investigation Divisions to a new facility in FY 2022-23

To resolve some of these anticipated challenges in FY 2021-23, the Coroner's Office has taken on the following initiatives:

- Equip investigators with rugged laptops for investigators to tether with smartphones that will allow more timely positive identifications and improved next of kin searches and notifications
- Obtain appropriate field devices for scientific identifications in the field (fingerprint identifications)
- Implement new data systems to allow for more efficient data acquisition for Public Record Act requests

Without the above initiatives that help to address key challenges and trends, the Coroner's Office may continue to see a direct impact on performance including: slower case closure rates that potentially fall short of the accreditation standard (90 percent of cases closed within 90 days); delayed registration of death certificates despite California Department of Vital Statistics requesting the registration to occur by the 8th day following the date of death; and decrease in satisfaction of services performed.

Department Innovations

The Coroner's Office will continue to develop two innovations started during FY 2019-21:

- Translating the Save-a-Life program into Spanish, as well as identifying the most common forms used by next of kin and translating those into the top five languages in the county
- Upgrading technology for Deputy Coroners to utilize in the field for report writing and investigation, including exploring the possibility of mobile fingerprint identification to expedite and enhance scientific identifications

Performance Measures

Death Certificate Registration

California State Department of Public Health requests all death certificates to be registered within eight days of the date of death. The sooner death certificates are registered with the state, the sooner families can move forward with final disposition as well as other estate matters. Registering death certificates within this time frame also allows the causes of death to be reported in a timely manner to epidemiology and other agencies who utilize this data to analyze and understand trends in various types of deaths such as deaths due to COVID-19, fentanyl or opioid overdose, suicide, homicide, elder abuse or neglect, domestic violence, or child deaths.

Since deaths requiring coroner involvement likely occur at a higher disproportionate rate in communities with a lower median household income and in areas with higher percentage of minority households, geographic distribution by zipcode will show if there is any disparity meeting this eight day registration measure.

New Measure: Prior year data is not available

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Death Certificates Registered within Eight Days	-	-	-	95%	95%

New Measure: Prior year data is not available

Cost per Investigation

The Coroner's Office cost per investigation has significantly increased due to contracted rate increases for services such as transportation, indigent cremation, toxicology, and forensic pathology.

It is valuable to show this cost in relationship to geographic distribution of Coroner cases in the County by zip code of residence of residence since deaths requiring Coroner involvement likely occur at a higher disproportionate rate in communities with lower median household income and in areas with a higher percentage of minority households. The Coroner's Office is a General Fund department and only a small percentage of the cost per investigation is supported by fees to the next of kin of the decedent.

Despite the increase in cost per investigation, there has been no direct impact to the next of kin of the decedent; the Coroner Fees have not changed since 2006 based on the approval of fees by the Board of Supervisors.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Average Cost per Investigation	$1,623.00	$1,651.00	$2,482.00	$2,482.00	$2,482.00

New Measure: Prior year data is not available

Performance Measures

Cases Closure Timeline

The Coroners Office is accredited by the International Association of Coroners & Medical Examiners (IAC&ME) who requires 90% of accepted cases to be closed within 90 days of the date of death. This measure is vital for the function of the office under accreditation standards, and also to the families served in San Mateo County who rely on death certificates to handle affairs following the death of a loved one. Following case closure, cases become releasable under the California Public Records Act and reports can be requested by both next of kin and the public. Data can be aggregated for Public Record Act requests that are received inquiring about specific manners or types of death (i.e. transient deaths, fentanyl-related deaths, suicide deaths, COVID-19 related deaths, overdose deaths, etc.).

Closed cases are referred to other agencies for review and additional investigative purposes (i.e. Child Death Review Team, Domestic Violence Death Review Team, Elder Death Review Team, California State Medical Board, U.S. Consumer Products Safety Board) and to attorneys for criminal or civil litigation. This closure timeline also helps to facilitate data analysis used in the Annual Report published on the Coroner website

Because the Coroners Office serves the entire County, it is important to verify that there is no significant geographic variation in this closure rate by zip code since families or next of kin often are looking to collect insurance payouts and other death benefits. It is possible that by applying a lens such as median household income, there would be a higher distribution of cases in zip codes with a lower median income than those zip codes with a higher income. This lens does not change how the office meets the standard of ninety-day case closure, but it does show distribution of case closure rate by zip code.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Cases Closed within 90 Days	90%	75%	78%	90%	95%

New Measure: Prior year data is not available

Diversity or Unconscious-Bias Training

It is imperative for the Office of the Coroners staff to recognize and understand diversity of our population here in San Mateo County as well as understand the potential for unconscious bias present in the application of work that staff do. This is especially important for the staff working directly with the public, and who are wearing a badge. The Coroner is a law enforcement agency and unconscious bias has been a significant focus in the field in the last few years. Since this measure is new, it will involve the assignment of particular trainings for all staff to complete. These trainings may be available via California Peace Officers Standards and Training, LMS, or other sources. Additionally, the Coroner will look at/compare case population by city in San Mateo County and understand the diversity of the populations that are served, and which population is served most often.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of staff who complete a diversity or unconscious-bias training	-	-	-	100%	100%

New Measure: Prior year data is not available.

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Coroner's Office (3300B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Licenses, Permits and Franchises	13,086	12,594	11,500	11,500	–	11,500	–
Intergovernmental Revenues	535,083	720,609	672,767	772,767	100,000	772,767	–
Charges for Services	293,803	261,598	260,000	278,254	18,254	292,029	13,775
Miscellaneous Revenue	7,676	13,793	2,300	600	(1,700)	900	300
Total Revenue	**849,647**	**1,008,595**	**946,567**	**1,063,121**	**116,554**	**1,077,196**	**14,075**
Fund Balance	315,572	205,307	153,835	237,905	84,070	63,518	(174,387)
Total Sources	**1,165,219**	**1,213,902**	**1,100,402**	**1,301,026**	**200,624**	**1,140,714**	**(160,312)**
Salaries and Benefits	2,344,639	2,392,904	2,537,569	2,756,162	218,593	2,669,761	(86,401)
Services and Supplies	761,300	918,698	958,516	1,234,186	275,670	1,211,201	(22,985)
Other Charges	349,255	403,264	422,573	432,954	10,381	438,521	5,567
Fixed Assets	–	–	–	–	–	–	–
Other Financing Uses	14,748	18,510	19,736	19,268	(468)	19,484	216
Gross Appropriations	**3,469,943**	**3,733,378**	**3,938,394**	**4,442,570**	**504,176**	**4,338,967**	**(103,603)**
Intrafund Transfers	–	(23,333)	510	(88,000)	(88,510)	–	88,000
Net Appropriations	**3,469,943**	**3,710,045**	**3,938,904**	**4,354,570**	**415,666**	**4,338,967**	**(15,603)**
Contingencies/Dept Reserves	52,990	114,990	63,518	63,518	–	–	(63,518)
Total Requirements	**3,522,933**	**3,825,035**	**4,002,422**	**4,418,088**	**415,666**	**4,338,967**	**(79,121)**
Net County Cost	**2,357,713**	**2,611,133**	**2,902,020**	**3,117,062**	**215,042**	**3,198,253**	**81,191**
Salary Resolution	14.0	14.0	15.0	15.0	–	15.0	–
Funded FTE	14.0	14.0	15.0	15.0	–	15.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $200,624 from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Licenses, Permits, and Franchises
There is no change in this funding source.

Intergovernmental Revenues
There is a net increase of $100,000 in this funding source due to an addition of Proposition 172 funds.

Charges for Services
There is a net increase of $18,254 in this funding source due to an increase in case load anticipated in FY 2021-22.

Miscellaneous Revenue
There is a net decrease of $1,700 in this funding source due to a decrease in revenue generated from Save-A-Life classes. Fewer classes will be offered in FY 2021-22.

Fund Balance
There is a net increase of $84,070 in this funding source due to unfilled positions in FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements increased by $415,666 from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $218,593 in this expenditure category due to negotiated salary and benefit changes, increase in overtime hours used by Investigations, and increase in Extra Help in the Pathology Division and Administration.

Services and Supplies
There is a net increase of $275,670 in this expenditure category due to anticipating an increased case load and increase in full and specialized examination types associated with increasingly complex investigations as well as increases in costs for doing business.

Other Charges
There is a net increase of $10,381 in this expenditure category due to the increase in County facility rental charges, radio service charges, technical support charges, automobile and general liability, and countywide security charges.

Fixed Assets
There is no change in this expenditure category.

Other Financing Uses
There is a net decrease of $468 in this expenditure category due to a decrease in the ten percent facility surcharge.

Intrafund Transfers
There is a net increase of $88,510 in this expenditure category due one-time costs for tissue destruction and a digital case filing project funded by non-departmental funds in FY 2020-21.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in General Fund Reserves represents one percent of Net Appropriations, which does not meet the County two percent Reserves Policy. There are no changes to Non-General Fund Reserves.

NET COUNTY COST
There is an increase of $215,042 in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $160,312 from the FY 2021-22 to the FY 2022-23 Recommended Budget due to the following changes:

Licenses, Permits, and Franchises
There is no change in this funding source.

Intergovernmental Revenues
There is no change in this funding source.

Charges for Services
There is a net increase of $13,775 in this funding source due to an increase in case load anticipated in FY 2022-23.

Miscellaneous Revenue
There is a net increase of $300 in this funding source due to an increase in revenue generated from Save-A-Life classes. More classes will be offered in FY 2022-23.

Fund Balance
There is a net decrease of $174,387 in this funding source due to overtime hours used by Investigations, as well as increases in costs in the Pathology Division and Administration.

TOTAL REQUIREMENTS
Total Requirements decreased by $79,121 from the FY 2021-22 to the FY 2022-23 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net decrease of $86,401 in this expenditure category due a reduction of extra help hours required for a one-time project.

Services and Supplies
There is a net decrease of $22,985 in this expenditure category due to one-time charges in FY 2021-22 no longer being required in FY 2022-23. This decrease was partially offset by anticipating an increased case load and increase in full and specialized examination types associated with increasingly complex investigations.

Other Charges
There is a net increase of $5,567 in this expenditure category due to increases in service charges.

Fixed Assets
There is no change in this expenditure category.

Other Financing Uses

There is a net increase of $216 in this expenditure category due to a decrease in the 10 percent facility surcharge.

Intrafund Transfers

There is a net decrease of $88,000 in this expenditure category due to backing out funds for one-time tissue destruction and digital case filing projects completed in FY 2021-22.

Contingencies/Departmental Reserves

There is a decrease of $63,518 in this expenditure category. The balance in General Fund Reserves represents zero percent of Net Appropriations, which does not meet the County two percent Reserves Policy.

NET COUNTY COST

There is an increase of $81,191 in this Department's General Fund allocation.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Coroner's Office (3300B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,165,219	1,213,902	1,100,402	1,301,026	200,624	1,140,714	(160,312)
Total Requirements	3,522,933	3,825,035	4,002,422	4,418,088	415,666	4,338,967	(79,121)
Net County Cost	2,357,713	2,611,133	2,902,020	3,117,062	215,042	3,198,253	81,191
Salary Resolution	14.0	14.0	15.0	15.0	—	15.0	—
Funded FTE	14.0	14.0	15.0	15.0	—	15.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $370,035. Net funding adjustments in FY 2022-23 total $107,309.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(137,281)	(223,830)
Gross Appropriations	321,264	(141,003)
Intrafund Transfers	(88,510)	88,000
Contingencies/Dept Reserves	—	(63,518)
Net County Cost	370,035	107,309
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	237,905	63,518
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(237,905)	(63,518)
Positions	—	—

3. Mobile Biometric Device: This action adds ongoing funds in FY 2021-22 to obtain and maintain three handheld devices to identify decedents by fingerprint in the field. Initial, one-time costs are backed out in FY 2022-23.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	24,000	(16,000)
Intrafund Transfers	—	—
Net County Cost	24,000	(16,000)
Positions	—	—

4. Forensic Pathology Services: This action appropriates ongoing funds in FY 2021-22 and FY 2022-23 for forensic pathology services to match the significant increase in caseload and case complexity.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	158,912	53,400
Intrafund Transfers	—	—
Net County Cost	158,912	53,400
Positions	—	—

5. Prop 172 Contribution: This action appropriates Prop 172 funds in FY 2021-22 to match ongoing, increasing costs for services and supplies.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	100,000	—
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(100,000)	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	200,624	(160,312)
Gross Appropriations	504,176	(103,603)
Intrafund Transfers	(88,510)	88,000
Contingencies/Dept Reserves	—	(63,518)
Net County Cost	215,042	81,191
Positions	—	—



HEALTH SERVICES



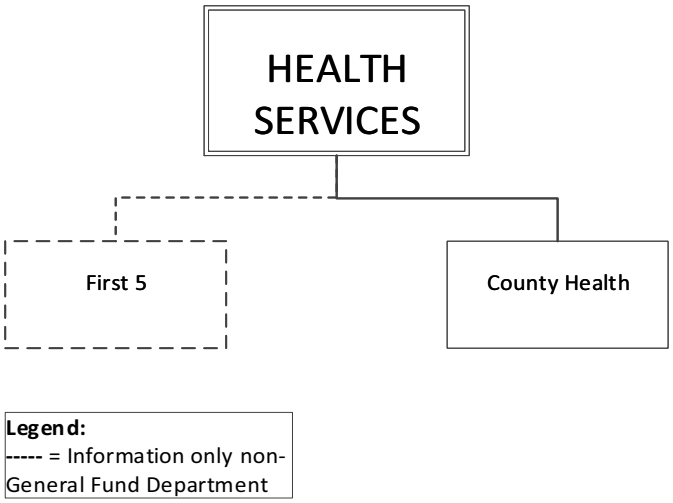


FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET






HEALTH SERVICES
First 5
County Health
Legend:
----- = Information only non-General Fund Department

Health Services
FY 2021-22 and FY 2022-23
All Funds Summary

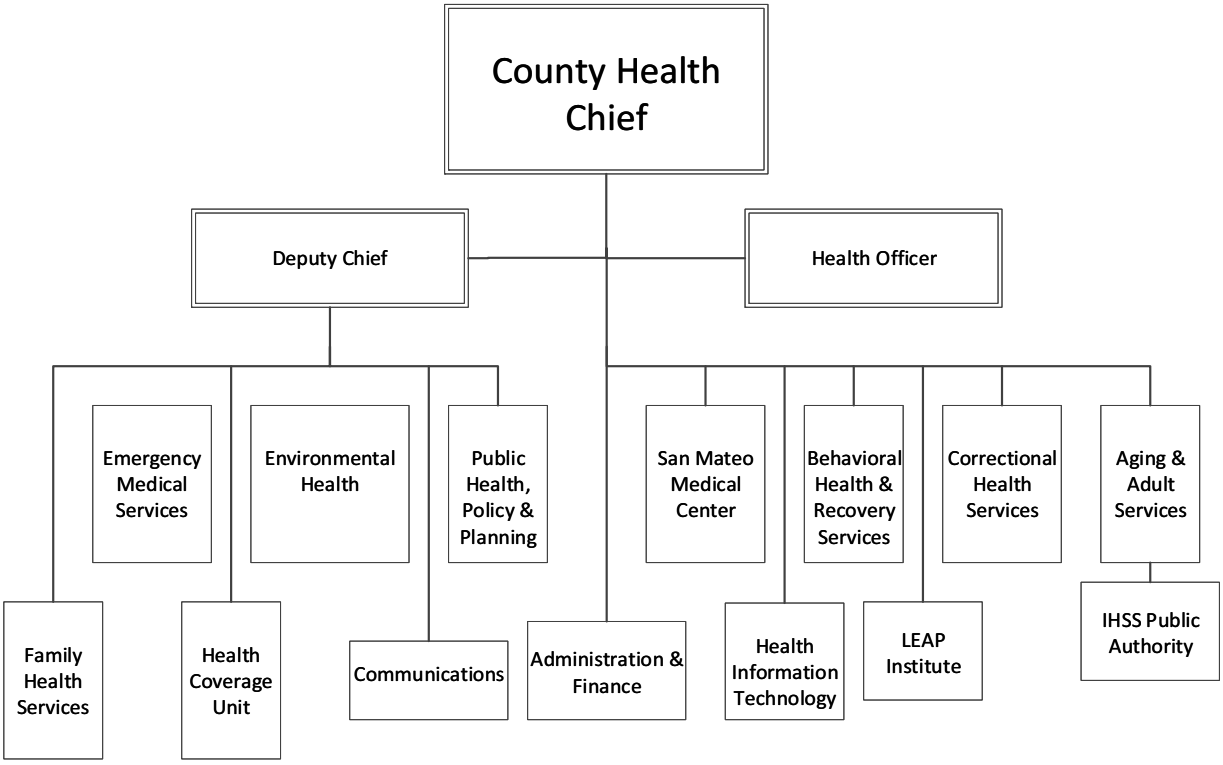
Total Requirements	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Health Administration	5,132,748	13,245,540	5,605,433	5,810,723	205,290	5,825,520	14,797
Health Coverage Unit	8,237,789	5,463,323	6,977,678	7,271,758	294,080	6,160,733	(1,111,025)
Public Health, Policy and Planning	34,416,107	36,862,785	43,381,904	59,130,985	15,749,081	51,853,559	(7,277,426)
Health IT	5,916,168	7,293,451	7,636,143	7,139,385	(496,758)	3,476,104	(3,663,281)
Emergency Medical Services GF	8,681,128	10,139,584	12,375,518	11,591,609	(783,909)	11,097,465	(494,144)
Aging and Adult Services	32,172,766	31,622,621	38,934,585	36,504,667	(2,429,918)	36,625,618	120,951
Environmental Health Services	16,748,227	18,015,690	21,279,395	21,970,078	690,683	23,191,556	1,221,478
Behavioral Health and Recovery Services	202,888,041	212,714,220	241,670,715	252,752,506	11,081,791	249,557,958	(3,194,548)
Family Health Services	31,936,061	32,329,982	38,151,094	37,865,279	(285,815)	38,172,429	307,150

Health Services
FY 2021-22 and FY 2022-23
All Funds Summary

Total Requirements	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Correctional Health Services	22,296,489	25,087,685	27,565,378	27,783,998	218,620	27,887,719	103,721
IHSS Public Authority GF	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
Contributions to Medical Center	58,121,621	58,121,621	58,209,401	63,665,511	5,456,110	58,165,511	(5,500,000)
Total General Fund	**430,249,451**	**454,598,809**	**505,489,550**	**535,188,805**	**29,699,255**	**515,716,478**	**(19,472,327)**
Total Requirements	430,249,451	454,598,809	505,489,550	535,188,805	29,699,255	515,716,478	(19,472,327)
Total Sources	276,444,726	285,732,990	323,375,629	344,560,681	21,185,052	329,190,554	(15,370,127)
Net County Cost	153,804,725	168,865,819	182,113,921	190,628,124	8,514,203	186,525,924	(4,102,200)
Emergency Medical Services Fund	4,330,296	3,836,596	4,638,315	2,700,001	(1,938,314)	2,449,212	(250,789)
IHSS Public Authority	23,345,632	28,170,635	29,165,897	32,938,120	3,772,223	34,139,290	1,201,170
San Mateo Medical Center	380,007,109	410,846,815	419,809,247	438,437,484	18,628,237	420,179,460	(18,258,024)
Total Non-General Funds	**407,683,037**	**442,854,046**	**453,613,459**	**474,075,605**	**20,462,146**	**456,767,962**	**(17,307,643)**
Total Requirements	423,729,419	461,134,373	468,466,776	487,374,724	18,907,948	468,925,042	(18,449,682)
Total Sources	423,729,419	461,134,373	468,466,776	487,374,724	18,907,948	468,925,042	(18,449,682)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	2,207.0	2,208.0	2,208.0	2,225.0	17.0	2,225.0	—
Funded FTE	2,139.4	2,129.2	2,112.2	2,134.5	22.4	2,134.5	—
First 5 San Mateo County (Information Only)	16,046,382	18,280,327	14,853,317	13,299,119	(1,554,198)	12,157,080	(1,142,039)

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COUNTY HEALTH



Department Locator

County > Health Services > **County Health**

Mission Statement

The mission of San Mateo County Health is to help everyone in San Mateo County live longer and better lives.

Overview

San Mateo County Health prevents illness from occurring and provides services to vulnerable populations to help them be well. The programs within County Health work to prevent health problems by ensuring that food, housing, water, and the environment are safe from contamination and pollution. Health collaborates with cities and others to make physical activity a part of everyday life by promoting active transportation such as walking and biking. Health also works on improving nutrition by promoting breastfeeding, supporting access to healthy food, and advancing sustainable food systems. Health monitors the health of the community and takes action when contagious diseases appear. Finally, Health partners with many entities to achieve equitable outcomes.

In addition to organizing and overseeing the emergency medical care response system for all residents, Health also provides a safety net for the most vulnerable residents by providing mental health, medical, dental, and substance use treatment to children, youth, and adults, including those in custody and undocumented residents. For low-income children and their families, County Health provides a wide range of services to assure the healthiest start in life possible. For low-income seniors and people with disabilities, Health provides many types of services to promote the best quality of life and the ability to live with dignity at home.

The COVID-19 global pandemic required County Health to redirect its focus to mitigating the devastating impact of this infectious disease threat with the support of the County Emergency Operations Center. The disease's disproportionate impact on communities already shouldering deep health inequities reinforces our continued prioritization of an equity lens in all of our responsibilities. County Health will focus on three overarching objectives in the next budget cycle: cultivate safe and enriching relationships; increase understanding of how to address racial equity barriers; and increase equitable outcomes.

Priorities for FY 2012-23 include:

- Making progress on County Health's objectives with a focus on learning and understanding, starting with racial equity training and the development of a Racial Equity Plan
- Continuing response to the COVID-19 pandemic and recovery efforts
- Coordinating the department-wide response to changing federal and state health care policy
- Developing a sustainable financial structure for the department
- Partnering with other departments on master planning for multi-year capital projects that will benefit Health clients
- Strengthening County Health's culture to sustain high staff engagement and keep County Health a great place to work

The Department has balanced the FY 2021-23 budget with one-time solutions in the amount of $7M and continues to work on solutions for the FY 2022-23 budget gap of $23M that will be brought back to the Board for consideration next year. The budget shortfalls are a result of increased costs, flat revenues, and uncertainty in federal policy and associated revenues. Health will continue to strive toward providing clients the right service, at the right time and place, and will continue efforts to partner with others to change policies across San Mateo County to make the healthy choice the easiest choice for all residents and to achieve equitable outcomes.

Department Innovations

The COVID-19 pandemic immediately exposed the digital divide for many clients. In an effort to continue providing telehealth for clients who do not have the resources to purchase the technology needed, Behavioral Health and Recovery Services worked with the Mental Health Services Act Help@Hand project to procure and distribute over 550 tablets and smartphones

to clients, residential care homes, and clinics. Digital skills training is being provided to clients, peer outreach workers, and the community at large about the how to set up an email as well as more advanced Zoom facilitation tips. These devices have been used to increase group sessions/telehealth visits and improve wellbeing of clients.

Through its work to support clients facing significant medical and behavioral health challenges, the Public Health, Policy and Planning program Bridges to Wellness (BWT) introduced the 'Patient Activation Measure" (PAM) which is an automated tool to help the BWT care navigators see how engaged their clients are in managing their health and to deepen their understanding of where they could be. The care navigators administer the PAM over the phone, in-person, via email, or with an iPad. PAM score changes over time are meaningful and suggest higher levels of client engagement in improving their health. The PAM tool is accompanied by a coaching activation module that helps support non-clinicians with provider resources for clients so barriers can be removed to address chronic disease conditions, substance use, medication management, exercise, stress, smoking, and diet and nutrition. During an initial pilot, a total of 351 assessments were completed with 160 clients. The data has shown that among the BWT clients whose PAM scores increased, Emergency Department visits per month declined by 18 percent and inpatient discharges per month declined by 52 percent. The plan is to integrate PAM into the electronic health record and expand it beyond BWT clients.

Performance Measures

Life Expectancy

In assessing how communities in the County are doing in living longer and better lives, these data describe how long a newborn can expect to live if current death rates are unchanged. Underlying structural factors of income inequality, racism, and other social determinants of health result in persistent life expectancy differences by race/ethnicity.

A February 18, 2021 report published by the Centers for Disease Control (CDC) found that life expectancy in the United States dropped a full year based on the first half of 2020 in which the COVID-19 pandemic took such a toll, with almost three times the decrease for Black Americans and almost two times the decrease for Latinx Americans, widening already existing gaps.

These data highlight both the relatively strong supports for health that many in San Mateo County communities enjoy as the Countywide life expectancy exceeds both national and state figures, while also highlighting the structural barriers to everyone in San Mateo County having the same opportunities for health.

During 2020, COVID-19 generated significant mortality. County Health projects COVID-19 may reduce life expectancy during FY 2020-21. Gains made to close life expectancy gaps by race/ethnicity will be impacted. Because the gaps in life expectancy by race/ethnicity have persisted and now, if the recent national data holds, may be widening locally, the Department is prompted to focus on strategies and investments that can sustain current assets and close gaps.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Life Expectancy (age)	83	86	86	86	88

Category	Asian	Black	Latinx	White
Life Expectancy by Race/Ethnicity (age)	88	81	88	85

COVID-19 will impact the FY 2020-21 estimates due to the high number of deaths in 2020.

Reduce Gap in COVID-19 Test Positivity Between Lowest Healthy Places Index Communities and Countywide Levels

California established COVID-19 positivity in the lowest resource/lowest opportunity census tracts as the equity metric to which the County Health holds itself accountable in mitigating the spread of COVID-19. Because the lowest resource communities have shouldered much higher burdens of COVID-19 due to factors such as overcrowded housing increasing the risk of exposure, COVID-19 positivity has been higher in the lowest resource communities than in the County as a whole. Reducing the gap in this positivity requires focus on the outreach and education, testing access, isolation and quarantine/ support, and reliable contact investigation that can buffer the pre-existing structural barriers.

Performance Measures

The gap in positivity highlights how well County Health is doing in prioritizing and reaching the most impacted communities with core public health mitigation actions.

It is difficult to compensate for structural barriers that have persisted in lowest resource communities for decades with County Health's short-term supports directed at preventing and breaking the chain of COVID-19 transmission.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Reduce Gap in COVID-19 Test Positivity Between Lowest Healthy Places Index Communities and Countywide Levels	N/A	N/A	4.3%	0.6%	0

Percent of Racial Equity Action Plan Completed

County Health has three breakthrough objectives: Cultivate safe and enriching relationships, increase understanding of how to address racial equity barriers, and increase equitable outcomes. In order to meet these objectives, it is imperative to develop a Racial Equity Action Plan (REAP).

Racial inequities exist in housing, employment, education, criminal justice, and public health. History shows some of these inequities are a result of public policy and are maintained by existing government structures.

Using the Local and Regional Government Alliance on Race and Equity (GARE) Racial Equity Action Plans How-To Manual, County Health will spend the majority of FY 2021-22 developing a REAP for the Department. The planning process will include the following steps: Preparation, Research, and Information Gathering; Research Findings; Develop Plan; Implementation, Reporting, and Evaluation.

During the research and information sharing phase, it is important to include community and staff input which will take time. Racial Equity Plans are both a process and a product. A successful process will build in staff feedback to create a stronger and more informed plan, build staff capacity and buy-in, and identify the most critical needs and barriers, which can be valuable during implementation. A thoughtful process can also serve to familiarize more staff with County Healths racial equity vision and its theory of change.

County Health has held three staff forums to date, focused on engaging more staff in the existing racial equity efforts of County Health, learning key priorities and pain points related to racial equity, sharing best practices and strategies, as well as emphasizing the imperative for advancing racial equity across all staff efforts. Three surveys and several polls were also administered and are being analyzed to understand key challenges and priority actions to advance racial equity. These inputs will be combined with strategic planning efforts by the Health Executive Committee, as well as inputs from a separate planning process to identify safe systems to support staff and client grievances especially related to racial inequities.

In building a staff-engaged REAP, the County Health plans to share drafts back with staff and solicit input through a variety of mechanisms in order to improve the final product and ensure an equitable process for bringing the best thinking of all staff into a comprehensive plan.

Racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved. The plan will include performance measures to assess the Plans effectiveness starting in FY 2022-23.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Racial Equity Action Plan Completed	N/A	N/A	N/A	100%	N/A

County Health (5000D)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	12,055,200	11,917,611	12,905,376	13,194,957	289,581	13,129,957	(65,000)
Licenses, Permits and Franchises	2,116,824	2,163,643	1,898,634	2,773,162	874,528	2,790,162	17,000
Fines, Forfeitures and Penalties	2,031,341	1,685,338	2,024,876	2,062,151	37,275	1,902,267	(159,884)
Use of Money and Property	2,451,967	1,131,191	455,389	1,188,942	733,553	1,188,942	—
Intergovernmental Revenues	311,656,785	324,770,472	336,809,666	376,161,550	39,351,884	346,415,370	(29,746,180)
Charges for Services	225,388,015	255,419,572	301,545,876	307,819,584	6,273,708	310,806,321	2,986,737
Interfund Revenue	15,103,375	13,325,064	14,077,555	14,597,447	519,892	14,591,092	(6,355)
Miscellaneous Revenue	14,719,611	15,737,493	20,171,091	19,360,291	(810,800)	19,344,477	(15,814)
Other Financing Sources	57,860,225	57,961,486	63,674,121	63,621,621	(52,500)	58,121,621	(5,500,000)
Total Revenue	**643,383,341**	**684,111,870**	**753,562,584**	**800,779,705**	**47,217,121**	**768,290,209**	**(32,489,496)**
Fund Balance	35,132,365	38,863,110	17,770,558	12,244,525	(5,526,033)	12,056,251	(188,274)
Total Sources	**678,515,706**	**722,974,980**	**771,333,142**	**813,024,230**	**41,691,088**	**780,346,460**	**(32,677,770)**
Salaries and Benefits	393,860,529	416,703,300	445,566,486	469,019,767	23,453,281	468,601,918	(417,849)
Services and Supplies	228,881,470	262,776,576	294,506,966	306,260,913	11,753,947	288,691,792	(17,569,121)
Other Charges	109,757,252	130,245,088	134,618,695	144,539,487	9,920,792	146,496,129	1,956,642
Reclassification of Expenses	—	—	22,523	569,753	547,230	569,753	—
Fixed Assets	95,291	361,406	4,277,145	4,732,500	455,355	4,132,500	(600,000)
Other Financing Uses	28,416,585	29,164,042	30,258,575	29,326,614	(931,961)	14,164,803	(15,161,811)
Gross Appropriations	**761,011,127**	**839,250,412**	**909,250,390**	**954,449,034**	**45,198,644**	**922,656,895**	**(31,792,139)**
Intrafund Transfers	(17,555,776)	(17,673,639)	(20,385,621)	(20,906,386)	(520,765)	(19,532,701)	1,373,685
Net Appropriations	**743,455,352**	**821,576,773**	**888,864,769**	**933,542,648**	**44,677,879**	**903,124,194**	**(30,418,454)**
Contingencies/Dept Reserves	10,258,862	10,861,368	9,257,508	10,277,379	1,019,871	9,387,379	(890,000)
Non-General Fund Reserves	26,096,654	6,893,093	2,771,331	1,778,872	(992,459)	1,807,356	28,484
Total Requirements	**779,810,867**	**839,331,234**	**900,893,608**	**945,598,899**	**44,705,291**	**914,318,929**	**(31,279,970)**
Net County Cost	**101,295,161**	**116,356,254**	**129,560,466**	**132,574,669**	**3,014,203**	**133,972,469**	**1,397,800**
Salary Resolution	2,207.0	2,208.0	2,208.0	2,225.0	17.0	2,225.0	—
Funded FTE	2,139.4	2,129.2	2,112.2	2,134.5	22.3	2,134.5	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $41,647,198 or 5.4 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net increase of $289,581 in this funding source due to the cost of living increase granted to Measure K programs, which was offset by the removal of one-time funding.

Licenses, Permits, and Franchises

There is a net increase of $874,528 in this funding source due to anticipated increase in inventory of underground storage tanks, wells and septic systems, paramedic certification fees, and animal licensing fees because of an increase in animals being adopted during the pandemic.

Fines, Fees, and Forfeitures

There is a net increase of $37,275 in this funding source due to an adjustment to fees in Environmental Health and a CPI adjustment for the ambulance contract. These increases were offset by a reduction in fees received by Aging and Adult Services to reflect current year actuals.

Use of Money and Property

There is a net increase of $733,553 in this funding source reflecting current year actuals.

Intergovernmental Revenues

There is a net increase of $39,351,884 in this funding source due to the addition of revenue from the Quality Improvement Program (QIP) in the Medical Center, the Epidemiology Laboratory Capacity (ELC) grant in Public Health Policy and Planning, increased revenue related to reimbursement for the In-Home Supportive Services Provider salary and benefit increases, and an increase in Mental Health Realignment and the Mental Health Services Act. These increases were partially offset by the loss of revenue from the Public Hospital Redesign and Incentives in Medi-Cal (PRIME) which ended as well as other reductions to reflect current year actuals.

Charges for Services

There is a net increase of $6,273,708 in this funding source due to additional net patient revenue as a result of continued progress in operational improvements and revenue increases for ambulatory care and hospital operation, and anticipated positive cost report settlements that historically have not been budgeted. This increase was partially offset by the removal of revenue due to the private provider network transition to the Health Plan of San Mateo.

Interfund Revenue

There is a net increase of $519,892 in this funding source due to increase in Maddy Funds required to balance the budget in Emergency Medical Services and increased charges to the divisions in Health Information Technology. These increases were offset by the removal of funding for the Total Wellness program and adjustments based on current year actuals.

Miscellaneous Revenue

There is a net decrease of $810,800 in this funding source due to reduction in collection of bad debt and reduced funding from the Hospital Foundation. The reduction is partially offset by an increase in Medi-Cal Administrative Activities revenue for increased costs in Public Health, Policy and Planning for a replacement mobile coach and revenue expected from the Mental Health Law Enforcement Memorandum of Understanding.

Other Funding Sources

There is a net decrease of $52,500 in this funding source due to the removal of one-time STARS award funds and removal of the one-time carryover of employee recognition funds in San Mateo Medical Center.

Fund Balance

There is a net decrease of $5,569,923 in this funding source due to less savings anticipated from the current fiscal year, the removal of one-time purchases, and the removal of one-time rollover funds at the Medical Center. These were offset by minor increases in some divisions anticipated by year-end.

TOTAL REQUIREMENTS

Total Requirements increased by $44,705,291, or five percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $23,453,281 in this expenditure category due regular salary and benefit increases and the addition of 17 staff, which includes eight positions for Whole Person Care and nine conversions of term positions to permanent. These increases were offset by reductions in extra help term as needed to balance the budget.

Services and Supplies

There is a net increase of $11,710,057 in this expenditure category due to contracts for contact tracers and technology projects for Disease Control, the Public Health Lab and Epidemiology, higher cost of drugs, software license and maintenance expenses, contract medical expenses, increases in Mental Health Services Act ongoing program expenditures, and mental health provider contracts. These increases were offset by removal of one-time items and adjustments to reflect current year actuals as well as the removal of one-time rollover funds at the Medical Center.

Other Charges

There is a net increase of $9,920,792 in this expenditure category due to increases in alcohol and other drug services provider contracts, state hospital rates and utilization changes, changes to residential and institutional care settings, items for the new Mental Health Law Enforcement Memorandum of Understanding, increases of expenses for In-Home Supportive Services provider wages, and an administrative fee for an Intergovernmental Transfer between the Medical Center and State and federal government. These increases were offset by a reduction in A-87 expenses at the Medical Center.

Fixed Assets

There is a net increase of $430,355 due to the addition of the purchase of a mobile coach in Public Health, Policy and Planning, which was offset by the removal of purchases from FY 2020-21.

Other Financing Uses

There is a net decrease of $956,961 in this expenditure category due to the decrease of the Intergovernmental Transfer payment required in Whole Person Care and reductions in rental and facility charges.

Intrafund Transfers

There is a net increase of $5,004,235 in this expenditure category due to increase charges to the divisions for Health Information Technology and increased revenue related to the Mental Health Law Enforcement MOU. The increase was partially offset by various adjustments throughout the divisions.

Contingencies/Departmental Reserves

There is a net increase of $1,019,871 in this expenditure category as projected savings for Health Information Technology has been placed in Reserves for use in FY 2021-22. The balance in General Fund Reserves represents 2 percent of Net Appropriations, which meets the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $8,514,203 or five percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources decreased by $32,677,70 or four percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of $65,000 in this funding source due to the removal of one-time funding.

Licenses, Permits, and Franchises

There is a net increase of $17,000 in this funding source due to anticipated growth in fees in Environmental Health which was offset by a reduction in fees from paramedic certifications based on the renewal schedule.

Fines, Fees, and Forfeitures

There is a net decrease of $159,884 in this funding source due to anticipated decrease in Maddy Funds which was offset by a minor increase CPI increase for ambulance contributions to the radio system maintenance.

Use of Money and Property

There is no change in this funding source.

Intergovernmental Revenues

There is a net decrease of $29,746,180 in this funding source due to termination of Whole Person Care and removal of one-time items funded by the Mental Health Services Act and the ELC grant. These decreases were slightly offset by additional revenue to assist with In-Home Supportive Services provider salary and benefit increases.

Charges for Services

There is a net increase of $2,986,737 in this funding source due to increased volumes and net patient revenue at the Medical Center and fees in Environmental Health anticipated when the pandemic has subsided. This increase was offset by reduction in funding for Total Wellness.

Interfund Revenue

There is a net decrease of $6,355 in this funding source due to various minor adjustments.

Miscellaneous Revenue

There is a net decrease of $15,814 in this funding source due to removal of one-time projects which were offset by an anticipated increase in cafeteria foods sales and bad debt recovery at the Medical Center.

Fund Balance

There is a net decrease of $188,274 in this funding source due to anticipated spending in FY 2021-22 which has been partially offset by an increase needed to fund reserves.

TOTAL REQUIREMENTS

Total Requirements decreased by $31,279,970 or three percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of $417,850 in this expenditure category due to elimination of term and extra help positions aiding in pandemic response, which was offset by annualized negotiated salary and benefit increases.

Services and Supplies

There is a net decrease of $17,569,120 in this expenditure category due to removal of various one-time projects such as the Universal Documents IT project, removal of contact tracing expenses and the Whole Person Care pass through. These decreases were partially offset by an increase for a database software upgrade in Environmental Health.

Other Charges

There is a net increase of $1,956,642 in this expenditure category due to regularly scheduled facility and other service charges and continued increased costs for In-Home Supportive Services provider salary and benefits.

Fixed Assets

There is a net decrease of $600,000 due to the removal of a one-time purchase of a mobile coach expected in FY 2020-21.

Other Financing Uses

There is a net decrease of $20,661,811 in this expenditure category due to the removal of the Whole Person Care Intergovernmental Transfer which and the one-time Net County Cost increase for the Medical Center.

Intrafund Transfers

There is a net decrease of $1,373,685 in this expenditure category due to the completion of one-time projects, which was partially offset by a minor increase in cafeteria sales.

Contingencies/Departmental Reserves

There is a $890,000 decrease in this category due to the planned use of reserves for Health IT projects in FY 2021-22. The balance in General Fund Reserves represents 2 percent of Net Appropriations, which meets the County two percent Reserves policy.

Non-General Fund Reserves

There is a net increase of $28,484 in this expenditure category due to the decreased use of Maddy Fund Reserves to balance the EMS General Fund budget.

NET COUNTY COST

There is a decrease of $4,102,200 or seven percent in this Department's General Fund allocation.

Health Administration (5500B)

Program Locator

County > Health Services > County Health > **Health Administration**

Program Outcome Statement

Provide leadership and management for County Health to achieve our mission

Program Results

Administration provides strategic and tactical direction to guide County Health to achieve its mission of longer and better lives for everyone in San Mateo County. Administration continues the use of process improvements grounded in scientific problem-solving to improve quality and reduce waste throughout Health and continue to learn from and develop our workforce. This approach is called LEAP – Learn, Engage, Aspire, Perfect – to reflect the aspects of the improvement method that have been most important to Health's work and values. Efforts focused on areas of high strategic priority for better meeting client needs and for developing the leadership practices that can sustain ongoing excellence. We have developed three breakthrough objectives to direct our future work: Cultivate safe and enriching relationships, increase understanding of how to address barriers to racial equity, and increase equitable outcomes.

Priorities for FY 2021-23 include: making progress on County Health's breakthrough objectives with a focus on learning and understanding, starting with a Racial Equity Training and the development of a Racial Equity Plan; continuing the department's response to the COVID-19 pandemic; coordinating the department-wide response to changing federal and state health care reform policy; developing a sustainable financial structure for the department; partnering with other departments on master planning for multi-year capital projects that will benefit Health clients; strengthening external and internal communications to sustain high staff engagement; and keeping County Health a great place to work through these difficult financial times.

The Department has balanced the FY 2021-22 budget with one-time solutions in the amount of $7M and has identified a budget gap of $23M to solve for FY 2022-23. The budget shortfalls are a result of significant uncertainty in funding directed at the federal level and revenues not keeping pace with increasing costs. Health will continue to strive toward providing clients the right service, at the right time and place and continue efforts to partner with others to change policies across San Mateo County to make the healthy choice the easiest choice for all residents and to achieve equitable outcomes.

Performance Measures

Percent Staff Participation in Racial Equity Training

One of County Health's breakthrough objectives is to increase the department's understanding of how to address racial equity barriers. In order to do this, it is important for all staff, including the Executive team, to have a 4-hour baseline training about racial equity. This will allow staff to tailor program parameters and initiatives toward achieving equitable outcomes for all county residents.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent Staff Participation in Racial Equity Training	--	--	25%	100%	100%

New Measure: Prior year data is not available.

Health Administration (5500B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	250,000	—	—	—	—	—	—
Intergovernmental Revenues	127,299	8,561,213	1,260,225	1,456,350	196,125	1,471,147	14,797
Charges for Services	2,132,930	2,206,585	1,856,748	1,865,913	9,165	1,865,913	—
Interfund Revenue	2,192,578	2,083,212	2,082,023	2,082,023	—	2,082,023	—
Miscellaneous Revenue	25,687	(8,796)	—	—	—	—	—
Total Revenue	**4,728,494**	**12,842,214**	**5,198,996**	**5,404,286**	**205,290**	**5,419,083**	**14,797**
Fund Balance	404,254	403,326	406,437	406,437	—	406,437	—
Total Sources	**5,132,748**	**13,245,540**	**5,605,433**	**5,810,723**	**205,290**	**5,825,520**	**14,797**
Salaries and Benefits	5,712,700	6,038,462	6,026,356	6,023,219	(3,137)	6,034,534	11,315
Services and Supplies	1,336,459	1,279,374	1,429,408	1,707,186	277,778	1,707,186	—
Other Charges	566,817	8,275,989	475,859	406,827	(69,032)	410,274	3,447
Other Financing Uses	3,325	5,102	5,109	4,790	(319)	4,825	35
Gross Appropriations	**7,619,302**	**15,598,927**	**7,936,732**	**8,142,022**	**205,290**	**8,156,819**	**14,797**
Intrafund Transfers	(2,890,807)	(2,762,008)	(2,737,736)	(2,737,736)	—	(2,737,736)	—
Net Appropriations	**4,728,495**	**12,836,919**	**5,198,996**	**5,404,286**	**205,290**	**5,419,083**	**14,797**
Contingencies/Dept Reserves	404,253	408,621	406,437	406,437	—	406,437	—
Total Requirements	**5,132,748**	**13,245,540**	**5,605,433**	**5,810,723**	**205,290**	**5,825,520**	**14,797**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	27.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	26.8	23.8	23.8	23.8	—	23.8	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Health Administration (5500B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	5,132,748	13,245,540	5,605,433	5,810,723	205,290	5,825,520	14,797
Total Requirements	5,132,748	13,245,540	5,605,433	5,810,723	205,290	5,825,520	14,797
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	27.0	24.0	24.0	24.0	—	24.0	—
Funded FTE	26.8	23.8	23.8	23.8	—	23.8	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and changes in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $592,024. Net funding adjustments for FY 2022-23 total $406,437.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(651,147)	(391,640)
Gross Appropriations	(59,123)	14,797
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	592,024	406,437
Positions	—	—

2. Reduction of Security Contract: The agreement for contract security at 37th Avenue is reduced by one quarter in anticipation of the demolition of the building in approximately March 2022.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(27,750)	–
Intrafund Transfers	–	–
Net County Cost	(27,750)	–
Positions	–	–

3. Reduction of Custodial Services: The agreement for custodial services at 37th Avenue is reduced by one quarter in anticipation of the demolition of the building in approximately March 2022.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(145,493)	–
Intrafund Transfers	–	–
Net County Cost	(145,493)	–
Positions	–	–

4. Reduction of Extra Help : Extra help hours for coordination related to housing projects is reduced to assist with the structural deficit of $185,000 in Health Administration. The balance of the deficit was solved with the reduction of security and custodial services when the building is demolished in approximately March 2022.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(12,344)	–
Intrafund Transfers	–	–
Net County Cost	(12,344)	–
Positions	–	–

5. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	406,437	406,437
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(406,437)	(406,437)
Positions	—	—

6. Contribution to Health Information Exchange: Funding from Health Administration has been included to continue support of the Health Information Exchange. This effort was previously funded by Whole Person Care which will be terminated for this purpose. Funding from Health Administration will be for each fiscal year for this budget cycle. An ongoing source beyond FY 2022-23 needs to be determined.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	450,000	—
Gross Appropriations	450,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	205,290	14,797
Gross Appropriations	205,290	14,797
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	0	—
Positions	—	—

Health Coverage Unit (5510B)

Program Locator

County > Health Services > County Health > **Health Coverage Unit**

Program Outcome Statement

Maximize health insurance coverage among low-income residents

Program Results

The Health Coverage Unit (HCU) offers 'one stop" assistance and outreach to connect low-income residents to health coverage, with a focus on clients of County Health's medical and behavioral health services. HCU administers eligibility for the County's local coverage program, known as the Access and Care for Everyone (ACE), for those who do not qualify for other federal and state health insurance programs. HCU assists clients in navigating the local healthcare safety net to obtain needed healthcare services and advocates for systems and policy improvements.

HCU's accomplishments include: supporting outreach and enrollment efforts that have contributed to 96 percent of residents being insured; continuing to meet client demand and customer service targets while adapting to coverage shifts, including HCU's transition to remote enrollment assistance during COVID-19, where HCU utilized phone calls, texts, e-mails, and video to assist clients; and providing enrollment assistance and retention support to County Health's most vulnerable clients, including In-Home Support Services (IHSS), Whole Person Care (WPC), and Health Care for the Homeless (HCH).

HCU partners with a wide range of organizations, including the divisions of County Health, the Human Services Agency, the Health Plan of San Mateo, community-based organizations, schools, and healthcare providers. In FY 2019-20, HCU reached approximately 71,000 residents and assisted them in successfully enrolling in health insurance coverage. With the suspension of Medi-Cal and ACE de-enrollments and renewals, clients have remained enrolled in coverage since mid-March 2020 and this will likely continue until the end of 2021. HCU has focused its work in assisting newly uninsured residents in enrolling into health coverage. In FY 2021-22 and FY 2022-23, HCU will continue to prioritize the program's efforts on activities that will help eligible clients enroll in public coverage programs, assist the most vulnerable Medi-Cal clients in maintaining coverage, and advocate for best practices learned during the COVID-19 pandemic to continue even after the public health emergency.

Performance Measures

Percent of Residents Enrolled in ACE

The Access and Care for Everyone (ACE) program covers San Mateo County residents who are not eligible for other federal and state programs such as Full Scope Medi-Cal and Medicare and Covered California and whose household income is up to 200 percent of the Federal Poverty Level. With access to affordable and quality health coverage, county residents can live longer and better lives.By having ACE enrollment data by region as a performance measure, HCU can track the progress of the County's continued effort of ensuring all uninsured county residents, regardless of documentation status, have access to the various public health coverage programs.HCU also uses the data by region to adapt outreach and enrollment assistance approaches as shifts are seen in the uninsured or enrollment and retention trends.

Through its countywide outreach and enrollment effort by offering a one stop assistance and outreach to connect low income residents to health coverage, HCU has contributed to 96 percent of county residents being insured. HCU works closely with other county and community partners to ensure that health coverage enrollment processes and policies are streamlined to better support and serve county residents, especially during this time of the COVID-19 public health emergency.

HCU will continue to work with the Health Plan of San Mateo on the demographic data for county residents enrolled the ACE program and use Census data for comparison.

Performance Measures

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Residents Enrolled in ACE	2.9%	2.9%	3.4%	3.3%	2.9%

Category	North County	Mid-County/ Coastside	South County
Percent of Residents Enrolled in ACE by Region	24.4%	30.2%	46%

Health Coverage Unit (5510B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	3,020,461	803,451	—	27,719	27,719	27,765	46
Charges for Services	2,380,000	1,650,000	4,180,722	4,266,955	86,233	3,127,275	(1,139,680)
Interfund Revenue	258,271	291,640	216,622	307,433	90,811	308,123	690
Miscellaneous Revenue	402,873	405,723	36,000	—	(36,000)	—	—
Total Revenue	**6,061,606**	**3,150,813**	**4,433,344**	**4,602,107**	**168,763**	**3,463,163**	**(1,138,944)**
Fund Balance	165,609	201,251	286,300	307,885	21,585	307,885	—
Total Sources	**6,227,215**	**3,352,064**	**4,719,644**	**4,909,992**	**190,348**	**3,771,048**	**(1,138,944)**
Salaries and Benefits	3,665,096	3,584,124	4,005,792	3,942,191	(63,601)	3,965,403	23,212
Services and Supplies	4,218,352	1,507,901	2,322,960	2,768,612	445,652	1,602,674	(1,165,938)
Other Charges	188,732	170,047	227,626	253,070	25,444	284,771	31,701
Fixed Assets	—	—	135,000	—	(135,000)	—	—
Gross Appropriations	**8,072,180**	**5,262,072**	**6,691,378**	**6,963,873**	**272,495**	**5,852,848**	**(1,111,025)**
Intrafund Transfers	—	—	—	—	—	—	—
Net Appropriations	**8,072,180**	**5,262,072**	**6,691,378**	**6,963,873**	**272,495**	**5,852,848**	**(1,111,025)**
Contingencies/Dept Reserves	165,609	201,251	286,300	307,885	21,585	307,885	—
Total Requirements	**8,237,789**	**5,463,323**	**6,977,678**	**7,271,758**	**294,080**	**6,160,733**	**(1,111,025)**
Net County Cost	**2,010,574**	**2,111,258**	**2,258,034**	**2,361,766**	**103,732**	**2,389,685**	**27,919**
Salary Resolution	28.0	27.0	27.0	26.0	(1.0)	26.0	—
Funded FTE	28.0	27.0	25.3	25.0	(0.3)	25.0	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Health Coverage Unit (5510B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	6,227,215	3,352,064	4,719,644	4,909,992	190,348	3,771,048	(1,138,944)
Total Requirements	8,237,789	5,463,323	6,977,678	7,271,758	294,080	6,160,733	(1,111,025)
Net County Cost	2,010,574	2,111,258	2,258,034	2,361,766	103,732	2,389,685	27,919
Salary Resolution	28.0	27.0	27.0	26.0	(1.0)	26.0	—
Funded FTE	28.0	27.0	25.3	25.0	(0.3)	25.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $357,491. Net funding adjustments in FY 2022-23 total $336,096.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(117,537)	(1,446,829)
Gross Appropriations	239,954	(1,110,733)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	357,491	336,096
Positions	—	—

2. Salary Resolution Amendment Reconciliation: A Senior Management Analyst position has been deleted and added to Public Health, Policy, and Planning to reconcile the budget with the Salary Resolution Amendment passed by the Board of Supervisors on January 26, 2021.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(192,459)	(292)
Intrafund Transfers	–	–
Net County Cost	(192,459)	(292)
Positions	(1)	–

3. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Additional Fund Balance is placed into Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	307,885	307,885
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	21,585	–
Net County Cost	(286,300)	(307,885)
Positions	–	–

4. Contribution to Health Information Exchange: Funding from the Health Coverage Unit has been included to continue support of the Health Information Exchange. This effort was previously funded by Whole Person Care which will be terminated. Funding from the Health Coverage Unit will be for each fiscal year for this budget cycle. An ongoing source beyond FY 2022-23 needs to be determined.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	225,000	–
Intrafund Transfers	–	–
Net County Cost	225,000	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	190,348	(1,138,944)
Gross Appropriations	272,495	(1,111,025)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	21,585	—
Net County Cost	103,732	27,919
Positions	(1)	—

Public Health, Policy and Planning (5550B)

Program Locator

County > Health Services > County Health > **Public Health, Policy and Planning**

Program Outcome Statement

Optimize the health and well-being of San Mateo County residents by promoting health in all policies, managing the care of complex clients, and preventing and reducing acute and chronic diseases and injuries through a health equity lens

Program Results

Public Health, Policy and Planning (PHPP) protects the health of all San Mateo County residents by providing technical assistance (TA) to cities, schools, and community partners to promote health equity and make the right choice the affordable and easy choice to enable San Mateo County residents to live better, longer lives. Further, PHPP protects and keeps communities safe by monitoring and investigating acute and chronic infectious disease threats, responding to disease outbreaks, reducing the number of stray animals on our streets, vaccinating animals against rabies, and registering births and deaths. PHPP also provides wraparound services to complex clients with co-occurring disorders in our public health clinics while our field services navigate community-clinical linkages.

To achieve this mission, PHPP has several primary focus areas including but not limited to: public health clinics, whole person care hub, office of epidemiology and evaluation, the public health laboratory, disease control and prevention, health policy and planning, animal control and licensing, and vital statistics.

During 2021-23, PHPP priorities will be to: strengthen disease prevention and control by enhancing reportable disease systems, purchasing equipment and supplies for the public health laboratory, and increasing epidemiology and communicable disease personnel through enhanced COVID-19 resources; participate in the continuation of the Whole Person Care Pilot and Cal-AIM to improve the health and well-being of clients with co-occurring disorders; enhance PHPP's analytical infrastructure to support public health accreditation and Divisions across Health with selecting target populations to identify interventions, prioritize public health and community needs, and help determine resource allocation; and increase analytical capacity to create actionable data in collaboration with community partners and Health divisions.

Performance Measures

Percent of HIV Clients With Undetectable Viral Load

Individuals with HIV should take medication to treat HIV as soon as possible after diagnosis. HIV medication is called antiretroviral therapy. If taken as prescribed, HIV medication reduces the amount of HIV in the body (viral load) to a very low level, which keeps the immune system working and prevents illness. This is called viral suppression, defined as having less than 200 copies of HIV per milliliter of blood. HIV medication can even make the viral load so low that a test cannot detect the virus. This is called an undetectable viral load.

Getting and keeping an undetectable viral load is the best thing people with HIV can do to stay healthy. Another benefit of reducing the amount of virus in the body is that it helps prevent transmission to others through sex or syringe sharing, and from mother to child during pregnancy, birth, and breastfeeding.

Those with HIV face many challenges to taking their HIV medications as prescribed. These challenges are often similar to other causes of health disparities seen within populations: access to health care and medications, mental health and/or substance use, food insecurity, unstable housing, and distrust of health care institutions.

By examining the percent of patients with undetectable viral load by race/ethnicity, sexual orientation, and gender identity, PHPP aims to identify disparities among groups and develop strategies to increase the percent of patients with undetectable viral load across all groups of individuals.

Performance Measures

Since 1991, HRSAs Ryan White HIV/AIDS Program (RWHAP) provides funding for a comprehensive system of HIV primary medical care, essential support services, and medications for low-income people with HIV. Each year, HRSA releases data on certain clinical markers for clients receiving RWHAP medical care. For 2019, 88 percent of clients receiving RWHAP medical care nationally were virally suppressed. Edison Clinic is the RWHAP clinic in San Mateo County.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of HIV Clients With Undetectable Viral Load	95%	95%	92%	90%	90%

Category	Asian	Black	Native American*	Pacific Islander*	White
Percent of HIV Clients With Undetectable Viral Load by Race/Ethnicity, Sexual Orientation, & Gender Identification	79%	75%	80%	94%	79%

Category	Hispanic	Non-Hispanic	Bisexual	Heterosexual	Homosexual
Percent of HIV Clients With Undetectable Viral Load by Race/Ethnicity, Sexual Orientation, & Gender Identification	87%	77%	83%	84%	81%

Category	Female	Male	Transgender Male-to-Female
Percent of HIV Clients With Undetectable Viral Load by Race/Ethnicity, Sexual Orientation, & Gender Identification	82%	83%	78%

*This population category represents a small percent of SMC total population.

Public Health, Policy and Planning (5550B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	579,726	97,453	99,394	100,377	983	100,377	—
Licenses, Permits and Franchises	868,671	902,755	775,556	847,416	71,860	847,416	—
Fines, Forfeitures and Penalties	243	109	473	473	—	473	—
Intergovernmental Revenues	15,557,359	17,949,799	21,034,637	34,603,484	13,568,847	27,746,939	(6,856,545)
Charges for Services	2,658,900	2,556,539	3,334,680	2,790,488	(544,192)	2,790,488	—
Interfund Revenue	3,115,115	2,671,439	2,864,595	3,395,441	530,846	3,395,441	—
Miscellaneous Revenue	452,137	267,691	1,784,277	3,216,097	1,431,820	2,594,374	(621,723)
Other Financing Sources	—	—	27,500	—	(27,500)	—	—
Total Revenue	**23,232,150**	**24,445,786**	**29,921,112**	**44,953,776**	**15,032,664**	**37,475,508**	**(7,478,268)**
Fund Balance	852,617	853,158	734,984	770,732	35,748	770,732	—
Total Sources	**24,084,767**	**25,298,944**	**30,656,096**	**45,724,508**	**15,068,412**	**38,246,240**	**(7,478,268)**
Salaries and Benefits	20,775,180	22,625,466	28,710,091	35,417,742	6,707,651	34,028,786	(1,388,956)
Services and Supplies	12,449,717	12,586,587	14,573,505	20,303,441	5,729,936	15,278,321	(5,025,120)
Other Charges	2,064,621	2,439,859	2,527,407	3,033,146	505,739	3,136,392	103,246
Reclassification of Expenses	—	—	—	569,753	569,753	569,753	—
Fixed Assets	43,668	42,733	50,000	650,000	600,000	50,000	(600,000)
Other Financing Uses	23,762	25,688	24,979	49,724	24,745	52,709	2,985
Gross Appropriations	**35,356,948**	**37,720,332**	**45,885,982**	**60,023,806**	**14,137,824**	**53,115,961**	**(6,907,845)**
Intrafund Transfers	(1,711,097)	(1,627,803)	(3,274,334)	(1,663,553)	1,610,781	(2,033,134)	(369,581)
Net Appropriations	**33,645,851**	**36,092,529**	**42,611,648**	**58,360,253**	**15,748,605**	**51,082,827**	**(7,277,426)**
Contingencies/Dept Reserves	770,256	770,256	770,256	770,732	476	770,732	—
Total Requirements	**34,416,107**	**36,862,785**	**43,381,904**	**59,130,985**	**15,749,081**	**51,853,559**	**(7,277,426)**
Net County Cost	**10,331,340**	**11,563,842**	**12,725,808**	**13,406,477**	**680,669**	**13,607,319**	**200,842**
Salary Resolution	110.0	131.0	136.0	148.0	12.0	148.0	—
Funded FTE	109.5	130.5	134.8	147.5	12.7	147.5	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Public Health, Policy and Planning (5550B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	24,084,767	25,298,944	30,656,096	45,724,508	15,068,412	38,246,240	(7,478,268)
Total Requirements	34,416,107	36,862,785	43,381,904	59,130,985	15,749,081	51,853,559	(7,277,426)
Net County Cost	10,331,340	11,563,842	12,725,808	13,406,477	680,669	13,607,319	200,842
Salary Resolution	110.0	131.0	136.0	148.0	12.0	148.0	–
Funded FTE	109.5	130.5	134.8	147.5	12.7	147.5	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $1,450,926. Net funding adjustments in FY 2022-23 total $2,377,411.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(775,237)	(2,794,652)
Gross Appropriations	(935,092)	(47,660)
Intrafund Transfers	1,610,781	(369,581)
Contingencies/Dept Reserves	–	–
Net County Cost	1,450,926	2,377,411
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	770,732	770,732
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	476	—
Net County Cost	(770,256)	(770,732)
Positions	—	—

3. Epidemiology Laboratory Capacity Grant Funds Increase: This action appropriates an additional $12,772,504 in Epidemiology Laboratory Capacity Grant Funds across three different allocations to support ongoing PHPP efforts to respond to the COVID-19 pandemic. The total ELC Grant included in PHPP in FY 2021-22 is $14,658,913 and is allocated to staffing, contracts, and other related expenses, including 54 limited term staff, 17 extra help staff, and overtime for permanent employees over the three allocations. The total ELC Grant remaining in PHPP in FY 2022-23 is $7,763,781, covering the remaining staffing core to pandemic response and infrastructure of the grant. Current term of the grant is 07/1/2020-07/31/2023.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	12,772,504	(7,088,064)
Gross Appropriations	12,772,504	(7,088,064)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Salary Resolution Amendment Reconciliation: The budget is adjusted to reconcile with Salary Resolution Amendment passed by the Board of Supervisors on January 26, 2021 for an Administrative Assistant II-Confidential, a Senior Management Analyst transferred from the Health Coverage Unit, and conversion of an Unclassified Communicable Disease Investigator to a permanent one within Public Health, Policy, and Planning.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	231,382	231,680
Gross Appropriations	231,382	298
Intrafund Transfers	—	—
Net County Cost	—	(231,382)
Positions	1	—

5. Reassign Medical Office Assistant II: One Medical Office Assistant is deleted from Behavioral Health and Recovery Services and reassigned to PHPP to meet ongoing workload needs.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	103,088	103,373
Gross Appropriations	103,087	286
Intrafund Transfers	—	—
Net County Cost	(1)	(103,087)
Positions	1	—

6. Limited Term Conversion: Whole Person Care Hub Unclassified Positions: This action converts seven limited term positions to unclassified and replaces one work-out-of-class with an unclassified position within the Whole Person Care Hub program, based on ongoing need and the transition from the Medi-Cal Waiver to CalAIM funding. Funding for these positions has been guaranteed through FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,071,368	1,073,663
Gross Appropriations	1,071,368	2,295
Intrafund Transfers	—	—
Net County Cost	—	(1,071,368)
Positions	8	—

7. Animal Control Permanent Operational Support: One Community Program Specialist I is converted from Extra Help to permanent due to an ongoing need for support for the Animal Control Program. Position will continue to be funded within the existing allocation and is funded by a combination of funds from the County and the cities.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	23,568	—
Gross Appropriations	23,568	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

8. Limited Term Conversion: Nurse Practitioner for Vaccine Planning: This action converts one limited term Nurse Practitioner who is facilitating vaccine planning among unsheltered high risk residents as part of the Epidemiology Laboratory Capacity Grant to an unclassified Nurse Practitioner to allow for successful recruitment and retention of this critical clinical role.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	46,007	—
Gross Appropriations	46,007	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

9. Contribution to Health Information Exchange: Funding from PHPP has been included to continue support of the Health Information Exchange. This effort was previously funded by Whole Person Care which will be terminated for this purpose. Funding from PHPP will be for each fiscal year for this budget cycle. An ongoing source beyond FY 2022-23 needs to be determined.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	225,000	225,000
Gross Appropriations	225,000	225,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

10. Replacement Mobile Coach: One mobile coach replacement for PHPP's mobile clinic providing primary care, immunizations, and vaccines is purchased using trust fund reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	600,000	—
Gross Appropriations	600,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	15,068,412	(7,478,268)
Gross Appropriations	14,137,824	(6,907,845)
Intrafund Transfers	1,610,781	(369,581)
Contingencies/Dept Reserves	476	—
Net County Cost	680,669	200,842
Positions	12	—

Health IT (5560B)

Program Locator

County > Health Services > County Health > **Health Information Technology**

Program Outcome Statement

Provide Health with the information and technology needed to help San Mateo County residents live longer and better lives

Program Results

The Health Information Technology (HIT) division staffs the governance process for selecting health-specific software systems and projects, manages all Health Department IT projects, and provides operating support for County Health-specific software. Health IT customers represent all persons who ultimately receive a service supported by Information or Technology systems, including County Health 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 our patients, clients, stakeholders, and staff members.

HIT's FY 2019-21 accomplishments include: identification of new Electronic Health Record (EHR) solutions options to fit Health needs; expansion of SMC Connected Care Health Information Exchange capabilities through data exchange partnerships with local healthcare providers and state and national health data exchanges; continued support for new and updated pay-for-performance program reporting; further centralization of County Health IT support teams into Health IT division leadership structure; and completion of first Health IT 'Voice of the Customer" Survey to provide a measure of success in meeting Health's needs.

The COVID-19 pandemic impacted all aspects of HIT. Accordingly, priorities shifted, and HIT had many accomplishments impacting the response including extensive hardware deployment for teleworking Health staff; implementation and rapid use expansion of telehealth platforms; resource realignment to support influx of Contact Tracing staff; and use of new data analysis and visualization tools to provide necessary operational and public-facing COVID-19 response information. Priorities in FY 2021-23 will be rooted in Health's pandemic response and Racial Equity Planning. HIT initiatives will focus on learning and training to provide a needed equity lens; increasing ability to leverage data, EHR, and other application life-cycle issues; strengthening department governance; and implementing information and technology service improvements. Initiatives targeting improvements in these areas include Electronic Data Warehouse improvements; existing application assessment, optimization, and modernization planning; organizational change management efforts implementing system-wide governance practices; and IT Service Management model implementation based on industry standard best practices and frameworks.

Performance Measures

Percent of Divisions with Reports and/or Dashboards Reflecting Detail and Target Information on FY 2021-23 Performance Measures

County Healths performance over this budget cycle will focus on activities to increase equitable outcomes in San Mateo County. Each of the Health divisions has identified performance measures that point to the success of that focus and to the success of the Department wide measure of reducing the gap in COVID-19 test positivity between lowest Healthy Places Index communities and countywide levels.

Performance Measures

County Health and its division leaders will require data and information to provide insight, baseline measures, and progress visuals to inform decision making. Health IT will provide key elements of this through data dashboards and reporting. The goal is for 100% of the Health divisions to have access to data and reporting related to their chosen performance measures.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Divisions with Reports and/or Dashboards Reflecting Detail and Target Information on FY 2021-23 Performance Measures	--	--	50%	100%	100%
New Measure: Prior year data is not available.					

Health IT (5560B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	114,644	3,009,508	3,271,750	3,418,334	146,584	–	(3,418,334)
Interfund Revenue	2,482,792	2,248,932	2,127,986	2,386,516	258,530	2,586,104	199,588
Miscellaneous Revenue	–	300	–	–	–	–	–
Total Revenue	**2,597,436**	**5,258,740**	**5,399,736**	**5,804,850**	**405,114**	**2,586,104**	**(3,218,746)**
Fund Balance	3,318,732	2,034,711	2,236,407	1,334,535	(901,872)	890,000	(444,535)
Total Sources	**5,916,168**	**7,293,451**	**7,636,143**	**7,139,385**	**(496,758)**	**3,476,104**	**(3,663,281)**
Salaries and Benefits	5,058,886	5,152,911	7,463,949	5,930,005	(1,533,944)	5,754,930	(175,075)
Services and Supplies	2,353,902	3,627,183	5,689,100	7,276,388	1,587,288	2,806,797	(4,469,591)
Other Charges	442,222	495,006	667,612	476,908	(190,704)	477,716	808
Other Financing Uses	325	334	376	345	(31)	347	2
Gross Appropriations	**7,855,335**	**9,275,434**	**13,821,037**	**13,683,646**	**(137,391)**	**9,039,790**	**(4,643,856)**
Intrafund Transfers	(3,941,329)	(4,229,901)	(6,184,894)	(7,434,261)	(1,249,367)	(5,563,686)	1,870,575
Net Appropriations	**3,914,006**	**5,045,533**	**7,636,143**	**6,249,385**	**(1,386,758)**	**3,476,104**	**(2,773,281)**
Contingencies/Dept Reserves	2,002,162	2,247,918	–	890,000	890,000	–	(890,000)
Total Requirements	**5,916,168**	**7,293,451**	**7,636,143**	**7,139,385**	**(496,758)**	**3,476,104**	**(3,663,281)**
Net County Cost	–	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	21.0	19.0	19.0	19.0	–	19.0	–
Funded FTE	21.0	19.0	18.9	19.0	0.1	19.0	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Health IT (5560B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	5,916,168	7,293,451	7,636,143	7,139,385	(496,758)	3,476,104	(3,663,281)
Total Requirements	5,916,168	7,293,451	7,636,143	7,139,385	(496,758)	3,476,104	(3,663,281)
Net County Cost	–	–	–	–	–	–	–
Salary Resolution	21.0	19.0	19.0	19.0	–	19.0	–
Funded FTE	21.0	19.0	18.9	19.0	0.1	19.0	–

1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(931,293)	(3,653,281)
Gross Appropriations	(475,883)	(5,427,813)
Intrafund Transfers	(455,410)	2,664,532
Contingencies/Dept Reserves	–	(890,000)
Net County Cost	–	–
Positions	–	–

2. Health Information Exchange: Funding from Health Administration; Public Health, Policy, and Planning; and the Health Coverage Unit has been included to continue funding the Health Information Exchange. This effort was previously funded by Whole Person Care which will be terminated for this purpose. Funding from these divisions will be for each fiscal year for this budget cycle. An ongoing source beyond FY 2022-23 needs to be determined.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	(900,000)	(900,000)
Gross Appropriations	–	–
Intrafund Transfers	(900,000)	(900,000)
Net County Cost	–	–
Positions	–	–

3. Services and Supplies: Health IT has identified a structural deficit. To address this shortfall, various services and supplies accounts such as travel, advertising, office and computer supplies, training, meeting support, and licenses have been reduced.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(106,043)	(106,043)
Intrafund Transfers	106,043	106,043
Net County Cost	–	–
Positions	–	–

4. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,334,535	890,000
Gross Appropriations	444,535	890,000
Intrafund Transfers	–	–
Contingencies/Dept Reserves	890,000	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(496,758)	(3,663,281)
Gross Appropriations	(137,391)	(4,643,856)
Intrafund Transfers	(1,249,367)	1,870,575
Contingencies/Dept Reserves	890,000	(890,000)
Net County Cost	–	–
Positions	–	–

Emergency Medical Services GF (5600B)

Program Locator

County > Health Services > County Health > **Emergency Medical Services Agency GF**

Program Outcome Statement

Maintain an efficient and effective emergency medical services system

Program Results

The Emergency Medical Services Agency (EMSA) provides oversight and coordination of the countywide emergency medical services (EMS) system. The system receives over 57,000 calls per year that include 9-1-1 emergency medical dispatch (EMD), fire first response paramedic, and emergency paramedic ground and air ambulance transport. EMSA develops and implements clinical and operational policies and procedures, providing leadership in prehospital services and EMD, as well as trauma, cardiac, and stroke systems of care. EMSA educates the public about the 9-1-1 response system, including activation for stroke and heart attack victims, and promotes bystander CPR.

With the Office of Emergency Services and SMC Health, EMSA is responsible for emergency disaster response planning and works to improve medical and health disaster preparedness through two grant-funded programs, Health Emergency Preparedness (HEP) and the Hospital Preparedness Program. In addition, EMSA is responsible for paramedic accreditation, EMT certification, and approval of EMS personnel training programs. Immediate intervention and stabilization of an injury or illness and rapid transport to the appropriate hospital saves lives and decreases morbidity. EMSA helps maintain the health and safety of the public by providing and monitoring emergency medical care in San Mateo County, working in coordination with hospitals to ensure patients are transported to the appropriate hospital based on medical need.

In FY 2019-20, EMS implemented a new contract for paramedic ambulance services resulting from its system evaluation and Request for Proposals. EMSA also implemented a new contract for first responder services. Both contracts affirm EMSA's commitment to ensuring high quality, safe, and responsive emergency medical services to the communities of San Mateo County. EMSA continues to improve the HEP program and looks for opportunities to focus clinical performance improvement within the EMS system. Finally, EMSA fully implemented several important technology infrastructure projects to enhance patient care and services.

Performance Measures

Percent of Healthcare Coalition Members Identified as Small Board and Care Facilities Utilizing ReddiNet

Prior to the COVID-19 pandemic, the San Mateo County Healthcare Coalition had 70 members. EMS has learned from COVID-19 response efforts that there are near 400 facilities which could be members, many of which are small board and care facilities and who serve the most vulnerable populations, including the disabled and elderly. Healthcare Coalition members utilize the ReddiNet platform, a web-based emergency medical communications system that is used to report hospital, patient, and emergency event status. Many of these facilities do not have ready access to computers or email, but their owners and leadership routinely use smartphones. ReddiNet has an App through which, from an emergency preparedness and response perspective, there is the possibility of better, more consistent, and timely bidirectional communication with these facilities. The goal is that by bringing these facilities onto the ReddiNet mobile platform, they will become more prepared for and self-sufficient in disaster situations, yet when in need of help, easily be able to gain access to the support and resources that the County can make available. By leveraging this communication means, EMS ultimately intends to better serve the residents of these facilities who are among the most vulnerable within the SMC community.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Healthcare Coalition Members Identified as Small Board and Care Facilities Utilizing ReddiNet	0%	0%	24%	30%	35%

Emergency Medical Services GF (5600B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	41,416	79,423	35,634	36,736	1,102	36,736	—
Licenses, Permits and Franchises	20,954	47,428	32,432	43,000	10,568	33,000	(10,000)
Fines, Forfeitures and Penalties	—	13,000	135,079	139,131	4,052	143,305	4,174
Intergovernmental Revenues	1,312,549	1,715,282	3,326,576	1,649,321	(1,677,255)	1,200,321	(449,000)
Charges for Services	480,540	1,362,346	1,372,896	1,408,083	35,187	1,444,325	36,242
Interfund Revenue	883,397	—	349,288	839,180	489,892	559,907	(279,273)
Miscellaneous Revenue	5,452,004	6,431,834	6,610,681	6,841,648	230,967	7,045,076	203,428
Total Revenue	**8,190,859**	**9,649,314**	**11,862,586**	**10,957,099**	**(905,487)**	**10,462,670**	**(494,429)**
Fund Balance	490,269	490,270	512,932	489,825	(23,107)	489,825	—
Total Sources	**8,681,128**	**10,139,584**	**12,375,518**	**11,446,924**	**(928,594)**	**10,952,495**	**(494,429)**
Salaries and Benefits	2,421,115	2,317,670	2,585,732	2,524,619	(61,113)	2,524,250	(369)
Services and Supplies	5,477,576	6,946,208	8,865,676	8,115,148	(750,528)	7,615,993	(499,155)
Other Charges	292,168	362,774	434,285	462,017	27,732	467,397	5,380
Fixed Assets	—	—	—	—	—	—	—
Gross Appropriations	**8,190,858**	**9,626,652**	**11,885,693**	**11,101,784**	**(783,909)**	**10,607,640**	**(494,144)**
Intrafund Transfers	—	—	—	—	—	—	—
Net Appropriations	**8,190,858**	**9,626,652**	**11,885,693**	**11,101,784**	**(783,909)**	**10,607,640**	**(494,144)**
Contingencies/Dept Reserves	490,270	512,932	489,825	489,825	—	489,825	—
Total Requirements	**8,681,128**	**10,139,584**	**12,375,518**	**11,591,609**	**(783,909)**	**11,097,465**	**(494,144)**
Net County Cost	**—**	**—**	**—**	**144,685**	**144,685**	**144,970**	**285**
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Emergency Medical Services GF (5600B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	8,681,128	10,139,584	12,375,518	11,446,924	(928,594)	10,952,495	(494,429)
Total Requirements	8,681,128	10,139,584	12,375,518	11,591,609	(783,909)	11,097,465	(494,144)
Net County Cost	(0)	–	–	144,685	144,685	144,970	285
Salary Resolution	10.0	10.0	10.0	10.0	–	10.0	–
Funded FTE	10.0	10.0	10.0	10.0	–	10.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $488,641. Net funding adjustments in FY 2022-23 total $490,110.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,598,419)	(984,254)
Gross Appropriations	(1,109,778)	(494,144)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Net County Cost	488,641	490,110
Positions	–	–

2. Epidemiology Laboratory Capacity Grant Increase: This action appropriates Epidemiology Laboratory Capacity (ELC) Grant Funds to cover Health Emergency Preparedness expenses related to COVID-19. The total ELC Grant included in FY 2021-22 is $13,349,033. This portion will be used for management and storage of personal protective equipment and other emergency response equipment. Current term of the grant is 07/1/2020-07/31/2023.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	180,000	—
Gross Appropriations	180,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Net County Cost Transfer from Family Health Services: This action transfers Net County Cost (NCC) from Family Health Services (FHS) as a result of the deletion of a vacant Dietician position. The NCC increase will help support the costs for the Emergency Preparedness Program Services Manager. The NCC will adjust each year based on salary and benefit increases of that position. This is per the November 2020 agreement with CMO that a portion of the General Fund from FHS will be allocated toward emergency preparedness activities.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	145,869	—
Intrafund Transfers	—	—
Net County Cost	145,869	—
Positions	—	—

4. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	489,825	489,825
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(489,825)	(489,825)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(928,594)	(494,429)
Gross Appropriations	(783,909)	(494,144)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	144,685	285
Positions	—	—

Emergency Medical Services Fund (5630B)

Program Locator

County > Health Services > County Health > **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. County Health is seeing a decline in these funds which is reducing the amount of revenue available for the administration of the EMS program as well as reimbursement for uncompensated care.

For FY 2020-21, EMS estimates that it will provide $576,142 for physician claims for uncompensated emergency medical care, $301,010 in financial support for San Mateo Medical Center and the county's two trauma hospitals, and $65,601 for pediatric trauma care paid to Stanford. Due to the amount of claims exceeding the limited amount of EMS Trust funds available, EMS is only able to pay approximately 20 percent (by CPT code) or 12 percent (by amount claimed) 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.

Emergency Medical Services Fund (5630B)
Emergency Medical Service Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Fines, Forfeitures and Penalties	1,742,772	1,395,878	1,640,574	1,640,574	—	1,476,516	(164,058)
Use of Money and Property	61,146	49,362	28,159	28,159	—	28,159	—
Miscellaneous Revenue	29,517	17,395	26,469	26,469	—	26,469	—
Total Revenue	**1,833,435**	**1,462,635**	**1,695,202**	**1,695,202**	**—**	**1,531,144**	**(164,058)**
Fund Balance	2,496,861	2,373,961	2,943,113	1,004,799	(1,938,314)	918,068	(86,731)
Total Sources	**4,330,296**	**3,836,596**	**4,638,315**	**2,700,001**	**(1,938,314)**	**2,449,212**	**(250,789)**
Services and Supplies	1,956,334	893,483	2,727,788	1,781,933	(945,855)	1,502,660	(279,273)
Gross Appropriations	**1,956,334**	**893,483**	**2,727,788**	**1,781,933**	**(945,855)**	**1,502,660**	**(279,273)**
Intrafund Transfers							
Net Appropriations	**1,956,334**	**893,483**	**2,727,788**	**1,781,933**	**(945,855)**	**1,502,660**	**(279,273)**
Non-General Fund Reserves	2,373,962	2,943,113	1,910,527	918,068	(992,459)	946,552	28,484
Total Requirements	**4,330,296**	**3,836,596**	**4,638,315**	**2,700,001**	**(1,938,314)**	**2,449,212**	**(250,789)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Emergency Medical Services Fund (5630B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	4,330,296	3,836,596	4,638,315	2,700,001	(1,938,314)	2,449,212	(250,789)
Total Requirements	4,330,296	3,836,596	4,638,315	2,700,001	(1,938,314)	2,449,212	(250,789)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including elimination of one-time revenues and expenditures for uncompensated care. Net funding adjustments in FY 2021-22 total $1,004,799. Net funding adjustments in FY 2022-23 total $918,068.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(2,943,113)	(1,168,857)
Gross Appropriations	(945,855)	(279,273)
Intrafund Transfers	–	–
Non-General Fund Reserves	(992,459)	28,484
Net County Cost	1,004,799	918,068
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,004,799	918,068
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	(1,004,799)	(918,068)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(1,938,314)	(250,789)
Gross Appropriations	(945,855)	(279,273)
Intrafund Transfers	—	—
Non-General Fund Reserves	(992,459)	28,484
Net County Cost	—	—
Positions	—	—

Aging and Adult Services (5700B)

Program Locator

County > Health Services > County Health > Aging and Adult Services >Aging and Adult Services

Program Outcome Statement

To optimize the quality of life for older adults and persons with disabilities

Program Results

Aging and Adult Services (AAS) provides a variety of programs and services to address the needs of older adults and persons with disabilities in San Mateo County. AAS provides Adult Protective Services (APS), Public Guardian (PG), In-Home Supportive Services (IHSS), other case management services, as well as contracting with community-based providers for direct services. APS responds to over 1,700 cases of abuse or neglect annually. PG investigates and manages over 650 cases annually of adults who are deemed unable to make personal and financial decisions for themselves. In-Home Supportive Services (IHSS) serves over 5,700 Medi-Cal eligible aged, blind, and disabled individuals so they can remain living at home and out of institutional care. Twenty-three contracted community-based providers, mostly through the Older Americans Act program, provide direct services to approximately 40,000 older adults throughout the county for services such as home delivered meals, congregate nutrition, adult day healthcare, transportation, family caregiver support, legal services, and Ombudsman services. With the growth of the aging population, AAS anticipates growth in all program areas. Over the last two years, AAS has experienced significant turnover in many client-facing positions due to retirement and changes in its workforce. In addition, uncertainty in federal and state funding as well as the ongoing concern over the ability of revenues to keep up with costs for unfunded or underfunded mandates and needs of the community has proven challenging, especially during the global coronavirus pandemic. AAS will outreach and support clients receiving COVID-19 vaccines and monitor the COVID-19 vaccine penetration rate of program participants as compared to the countywide population.

Performance Measures

Percent of Eligible AAS Clients Who Have Received COVID-19 Vaccination

COVID-19 has impacted the lives of all residents of San Mateo County and the world. One of the largest ongoing public health and social services equity issues is getting access and services to those in need at the right time and the right place, especially to those who are historically underserved and suffer the most due to inequities. In measuring the COVID-19 vaccine penetration rate among AAS clients, the division seeks to understand how its clients in two age categories are accessing the vaccine and look at ways in which the vaccine pentration rate may be increased. AAS seeks to compare the AAS client vaccine penetration rate to the countywide rate as a measure of equity, with the eventual goal of having at least 80 percent penetration rate to achieve herd immunity.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Eligible AAS Clients Who Have Received COVID-19 Vaccination	N/A	N/A	45%	50%	55%

Category	Under 65	65 and Over
Percent of Eligible AAS Clients Who Have Received COVID-19 Vaccination by Age	20%	50%

Aging and Adult Services (5700B)
General Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,683,898	1,899,115	1,276,320	1,321,025	44,705	1,256,025	(65,000)
Fines, Forfeitures and Penalties	69,303	57,219	87,996	57,219	(30,777)	57,219	–
Use of Money and Property	758,815	689,802	344,206	689,844	345,638	689,844	–
Intergovernmental Revenues	17,274,314	15,604,598	20,733,556	19,669,375	(1,064,181)	19,669,375	–
Charges for Services	2,784,015	2,520,078	3,961,330	2,786,460	(1,174,870)	2,786,460	–
Interfund Revenue	423,313	422,305	751,855	422,306	(329,549)	422,306	–
Miscellaneous Revenue	186,498	282,717	561,678	282,608	(279,070)	282,608	–
Other Financing Sources	51	–	–	–	–	–	–
Total Revenue	**23,180,207**	**21,475,833**	**27,716,941**	**25,228,837**	**(2,488,104)**	**25,163,837**	**(65,000)**
Fund Balance	741,733	675,889	628,391	741,733	113,342	741,733	–
Total Sources	**23,921,940**	**22,151,722**	**28,345,332**	**25,970,570**	**(2,374,762)**	**25,905,570**	**(65,000)**
Salaries and Benefits	20,759,382	22,017,825	25,488,390	25,381,322	(107,068)	25,555,572	174,250
Services and Supplies	5,368,121	4,156,469	5,303,815	4,399,624	(904,191)	4,421,479	21,855
Other Charges	6,957,221	7,059,348	10,078,165	8,997,993	(1,080,172)	8,923,643	(74,350)
Other Financing Uses	13,477	12,173	13,407	12,569	(838)	11,765	(804)
Gross Appropriations	**33,098,201**	**33,245,815**	**40,883,777**	**38,791,508**	**(2,092,269)**	**38,912,459**	**120,951**
Intrafund Transfers	(1,667,168)	(2,364,927)	(2,690,925)	(3,028,574)	(337,649)	(3,028,574)	–
Net Appropriations	**31,431,033**	**30,880,888**	**38,192,852**	**35,762,934**	**(2,429,918)**	**35,883,885**	**120,951**
Contingencies/Dept Reserves	741,733	741,733	741,733	741,733	–	741,733	–
Total Requirements	**32,172,766**	**31,622,621**	**38,934,585**	**36,504,667**	**(2,429,918)**	**36,625,618**	**120,951**
Net County Cost	**8,250,827**	**9,470,899**	**10,589,253**	**10,534,097**	**(55,156)**	**10,720,048**	**185,951**
Salary Resolution	142.0	144.0	144.0	144.0	–	144.0	–
Funded FTE	142.0	144.0	143.5	143.7	0.2	143.7	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Aging and Adult Services (5700P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	23,921,940	22,151,722	28,345,332	25,970,570	(2,374,762)	25,905,570	(65,000)
Total Requirements	32,172,766	31,622,621	38,934,585	36,504,667	(2,429,918)	36,625,618	120,951
Net County Cost	8,250,827	9,470,899	10,589,253	10,534,097	(55,156)	10,720,048	185,951
Salary Resolution	142.0	144.0	144.0	144.0	—	144.0	—
Funded FTE	142.0	144.0	143.5	143.7	0.3	143.7	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $686,577. Net funding adjustments in FY 2022-23 total $927,684.

Aging and Adult Services had the following three Programs in the budget through FY 2020-21: Aging and Adult Services, Public Administrator Program, and Community-Based Services. These three Programs have been combined into one Program titled Aging and Adult Services beginning FY 2021-22.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(3,116,495)	(806,733)
Gross Appropriations	(2,092,269)	120,951
Intrafund Transfers	(337,649)	—
Contingencies/Dept Reserves	—	—
Net County Cost	686,577	927,684
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	741,733	741,733
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(741,733)	(741,733)
Positions	—	—

3. Redirect Salary Savings Toward Public Guardian Housing Costs: Salary and Benefits savings from a frozen Supervising Deputy Public Guardian position will be applied toward providing client housing support.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(2,374,762)	(65,000)
Gross Appropriations	(2,092,269)	120,951
Intrafund Transfers	(337,649)	—
Contingencies/Dept Reserves	—	—
Net County Cost	(55,156)	185,951
Positions	—	—

IHSS Public Authority (5800B)

Program Locator

County > Health Services > County Health > **IHSS Public Authority**

Program Outcome Statement

To optimize the quality of life for older adults and persons with disabilities

Program Results

The Public Authority (PA) supports low-income seniors and people with disabilities to remain safely at home by maintaining a registry of potential caregivers that In-Home Supportive Services (IHSS) recipients may choose to hire. 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 6,000 caregivers by recruiting caregivers, maintaining a registry, conducting background checks, conducting caregiver orientations and training, providing client hiring and mediation assistance, and managing caregiver wages and health benefits. There is a high demand for IHSS recipients requesting assistance in finding a caregiver in the County. Without these caregiver services, these seniors and people with disabilities may require institutional care, which would diminish the quality of life for the clients and have a significant negative impact on the entire health system. In FY 2021-23, the PA anticipates addressing staffing capacity; continuing to design and implement process improvements to handle increased IHSS caseload growth between five and seven percent annually; addressing the shortage of caregivers; providing personal protective equipment to IHSS caregivers; and supporting the vaccination of providers during the COVID-19 pandemic. County Costs for the IHSS program are tied to the IHSS Maintenance of Effort (IHSS MOE), set at $19.8 million for FY 2020-21, and increases at a statutory rate of four percent annually. In addition, additional wages and benefits negotiated by the County also increases the IHSS MOE. A new wage and benefit package approved in January 2021 will increase the annualized base IHSS MOE by $2 million.

Performance Measures

Percent of Eligible IHSS Providers Who Have Received COVID-19 Vaccination

COVID-19 has impacted the lives of all residents of San Mateo County and the world. One of the largest ongoing public health and social services equity issues is getting access and services to those in need at the right time and the right place especially to those who are historically underserved and suffer the most due to inequities. In measuring the COVID-19 vaccine penetration rate among IHSS providers, the division seeks to understand how our providers in various locations are accessing the vaccine and look at ways in which we could increase the penetration rate in areas with fewest vaccinations. IHSS seeks to compare the IHSS provider vaccine penetration rate to the countywide rate as a measure of equity, with the goal of having at least 80 percent penetration rate to achieve herd immunity.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Eligible IHSS Providers Who Have Received COVID-19 Vaccination	N/A	N/A	50%	55%	60%

Category	Daly City	East Palo Alto	Redwood City	San Mateo	South San Francisco
Percent of Eligible IHSS Providers Who Have Received COVID-19 Vaccination by Location	45%	35%	45%	50%	45%

IHSS Public Authority (5800B)
IHSS Public Authority Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	(4,714)	20,939	15,024	20,939	5,915	20,939	–
Intergovernmental Revenues	18,256,552	22,717,061	23,995,356	27,486,233	3,490,877	28,687,403	1,201,170
Interfund Revenue	4,219,513	4,183,236	4,280,216	4,183,236	(96,980)	4,183,236	–
Miscellaneous Revenue	12,325	388,543	14,497	386,908	372,411	386,908	–
Total Revenue	**22,483,676**	**27,309,778**	**28,305,093**	**32,077,316**	**3,772,223**	**33,278,486**	**1,201,170**
Fund Balance	861,956	860,857	860,804	860,804	–	860,804	–
Total Sources	**23,345,632**	**28,170,635**	**29,165,897**	**32,938,120**	**3,772,223**	**34,139,290**	**1,201,170**
Salaries and Benefits	1,501,951	1,579,088	1,883,157	1,883,157	–	1,883,157	–
Services and Supplies	5,077,357	5,848,668	7,699,773	7,611,209	(88,564)	7,611,209	–
Other Charges	16,318,383	19,880,488	19,133,046	22,582,499	3,449,453	23,783,666	1,201,167
Other Financing Uses	425	437	481	451	(30)	454	3
Gross Appropriations	**22,898,115**	**27,308,680**	**28,716,457**	**32,077,316**	**3,360,859**	**33,278,486**	**1,201,170**
Intrafund Transfers	(414,440)	–	(411,364)	–	411,364	–	–
Net Appropriations	**22,483,675**	**27,308,680**	**28,305,093**	**32,077,316**	**3,772,223**	**33,278,486**	**1,201,170**
Contingencies/Dept Reserves	–	–	–	–	–	–	–
Non-General Fund Reserves	861,957	861,955	860,804	860,804	–	860,804	–
Total Requirements	**23,345,632**	**28,170,635**	**29,165,897**	**32,938,120**	**3,772,223**	**34,139,290**	**1,201,170**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

IHSS Public Authority (5800B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	23,345,632	28,170,635	29,165,897	32,938,120	3,772,223	34,139,290	1,201,170
Total Requirements	23,345,632	28,170,635	29,165,897	32,938,120	3,772,223	34,139,290	1,201,170
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $860,804. Net funding adjustments in FY 2022-23 total $860,804.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	2,911,419	340,366
Gross Appropriations	3,360,859	1,201,170
Intrafund Transfers	411,364	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	860,804	860,804
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	860,804	860,804
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	(860,804)	(860,804)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	3,772,223	1,201,170
Gross Appropriations	3,360,859	1,201,170
Intrafund Transfers	411,364	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

IHSS Public Authority GF (6900B)

Program Locator

County > Health Services > County Health > **IHSS Public Authority GF**

Program Outcome Statement

To optimize the quality of life for older adults and persons with disabilities

Program Results

This budget unit contains the County's General Fund contribution 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 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 Public Authority manages over 6,000 caregivers for over 5,800 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks, providing client hiring and mediation assistance, 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 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources							
Other Charges	3,702,306	3,702,306	3,702,306	3,702,306	—	3,702,306	—
Gross Appropriations	**3,702,306**	**3,702,306**	**3,702,306**	**3,702,306**	**—**	**3,702,306**	**—**
Intrafund Transfers							
Net Appropriations	**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 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

IHSS Public Authority GF (6900B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources							
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	–

1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	–	–
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

Environmental Health Services (5900B)

Program Locator

County > Health Services > County Health > **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. During FY 2019-21, EHS issued 88 Red Placards for serious food safety violations, resulting in temporary closures of the food establishments. EHS also temporarily closed 164 commercial/public pools and spas for imminent health or safety concerns.

During FY 2019-21, Measure K funds supported a Housing Inspection pilot program focusing on a subset of permitted apartment buildings with high complaint numbers for annual inspections, and an Integrated Pest Management (IPM) project that implemented the holistic concepts of IPM in pest control practices. The learnings from this Measure K-funded work have been incorporated into the Housing Inspection program for FY 2021-23.

Environmental Health priorities for FY 2021-23 are to continue ensuring mandated inspections are performed in all regulatory inspection programs while maximizing efficiencies across programs and continuing to integrate technology. Technology advances are critical to supporting the work within each program, embracing division-wide technological advances, and making it easier for businesses and the public to 'do business' with Environmental Health. Additionally, priorities include supporting the implementation of organics waste diversion (SB 1383) throughout the county, continuing support for countywide efforts around groundwater sustainability and drought resiliency, maintaining division-wide readiness around emergency preparedness, and enhancing outreach efforts in the Housing Inspection program to advance equity through improved apartment building maintenance practices. To further pollution prevention efforts, priorities include beach monitoring and improving product stewardship efforts for unwanted medicine and sharps from households.

Performance Measures

Number of Violations Observed in Multifamily Homes

Environmental Health (EH) is focused on creating a more habitable environment in multifamily housing throughout the County. A need for a shared responsibility between the landlords/property owner and the tenants has been identified. In order to make improvements to the living conditions, especially to those in underserved areas, EH will use information from the California Healthy Places Index to identify geographic areas in the County with issues relating to housing habitability, poverty levels, and diversity. This information will provide priority areas where EH can target residents with culturally appropriate communication and material that will assist them in maintaining the habitability within their own units. Concurrently, EH will prioritize apartment properties in the same areas and educate landlords/property owners on the most common substandard housing problems and educate on the best management practices for their properties to ensure a healthier living environment for tenants. EH believes this effort will reduce the violations identified during routine inspections of the multifamily properties in the target area. As this is a new performance measure, EH would estimate 10 percent reduction in violations observed. Note that the FY 2020-21 estimate is much lower than other years due to fewer inspections during the COVID-19 pandemic.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Number of Violations Observed in Multifamily Homes	1,348	1,193	600	1,074	967

Environmental Health Services (5900B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	331,354	346,477	389,633	401,683	12,050	401,683	–
Licenses, Permits and Franchises	1,227,199	1,213,460	1,090,646	1,882,746	792,100	1,909,746	27,000
Fines, Forfeitures and Penalties	219,022	219,132	160,754	224,754	64,000	224,754	–
Intergovernmental Revenues	1,128,992	944,880	1,265,403	1,048,403	(217,000)	1,033,403	(15,000)
Charges for Services	13,400,943	13,201,136	17,422,853	17,430,554	7,701	18,212,040	781,486
Interfund Revenue	51,851	50,993	35,923	52,641	16,718	152,641	100,000
Miscellaneous Revenue	558,089	447,707	354,184	357,984	3,800	342,984	(15,000)
Total Revenue	**16,917,450**	**16,423,785**	**20,719,396**	**21,398,765**	**679,369**	**22,277,251**	**878,486**
Fund Balance	857,054	1,467,313	452,793	464,107	11,314	807,099	342,992
Total Sources	**17,774,504**	**17,891,098**	**21,172,189**	**21,862,872**	**690,683**	**23,084,350**	**1,221,478**
Salaries and Benefits	12,744,801	13,930,700	15,576,066	16,169,386	593,320	16,119,178	(50,208)
Services and Supplies	2,384,992	2,335,227	3,160,901	3,525,696	364,795	4,769,024	1,243,328
Other Charges	1,338,398	1,331,119	1,541,918	1,394,852	(147,066)	1,423,210	28,358
Other Financing Uses	4,445	3,360	3,470	3,470	–	3,470	–
Gross Appropriations	**16,472,636**	**17,600,406**	**20,282,355**	**21,093,404**	**811,049**	**22,314,882**	**1,221,478**
Intrafund Transfers	(61,329)	(54,895)	189,941	69,575	(120,366)	69,575	–
Net Appropriations	**16,411,307**	**17,545,511**	**20,472,296**	**21,162,979**	**690,683**	**22,384,457**	**1,221,478**
Contingencies/Dept Reserves	336,920	470,179	807,099	807,099	–	807,099	–
Non-General Fund Reserves	–	–	–	–	–	–	–
Total Requirements	**16,748,227**	**18,015,690**	**21,279,395**	**21,970,078**	**690,683**	**23,191,556**	**1,221,478**
Net County Cost	**(1,026,277)**	**124,592**	**107,206**	**107,206**	**–**	**107,206**	**–**
Salary Resolution	79.0	79.0	79.0	81.0	2.0	81.0	–
Funded FTE	79.0	79.0	78.8	80.8	2.0	80.8	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Environmental Health Services (5900B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	17,774,504	17,891,098	21,172,189	21,862,872	690,683	23,084,350	1,221,478
Total Requirements	16,748,227	18,015,690	21,279,395	21,970,078	690,683	23,191,556	1,221,478
Net County Cost	(1,026,277)	124,592	107,206	107,206	—	107,206	—
Salary Resolution	79.0	79.0	79.0	81.0	2.0	81.0	—
Funded FTE	79.0	79.0	78.8	80.8	2.0	80.8	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $1,064,108. Net funding adjustments in FY 2022-23 total $1,212,638.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(618,424)	8,268
Gross Appropriations	566,050	1,220,906
Intrafund Transfers	(120,366)	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	1,064,108	1,212,638
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior years and includes adjustments to Year-End Fund Balance and use of Departmental Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	464,107	807,099
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(464,107)	(807,099)
Positions	—	—

3. Salary Resolution Amendment Reconciliation: A Program Supervisor has been added to reconcile the budget with the Salary Resolution Amendment passed by the Board of Supervisors on January 26, 2021.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	205,827	206,111
Gross Appropriations	205,826	286
Intrafund Transfers	—	—
Net County Cost	(1)	(205,825)
Positions	1	—

4. Continued Use of Reserves: Due to the uncertainty of the impact of COVID-19 on the economy and restaurant industry, the proposed fee increase will be delayed. Reserves will continue to be used to address the structural deficit.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	600,000	200,000
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(600,000)	(200,000)
Positions	—	—

5. Convert Term Hazardous Materials Specialist III to Permanent: There is need for additional and ongoing operations support in the Household Hazardous Waste program as more materials are designated as hazardous are commonly found in residential settings. A term position is converted to permanent and supported by program revenues.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	39,173	—
Gross Appropriations	39,173	286
Intrafund Transfers	—	—
Net County Cost	—	286
Positions	1	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	690,683	1,221,478
Gross Appropriations	811,049	1,221,478
Intrafund Transfers	(120,366)	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	2	—

Behavioral Health and Recovery Services (6100B)

Behavioral Health and Recovery Services (6100B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	5,072,213	5,289,012	5,809,827	5,844,767	34,940	5,844,767	—
Use of Money and Property	21,028	—	—	—	—	—	—
Intergovernmental Revenues	87,473,401	90,596,531	106,061,431	116,646,454	10,585,023	114,767,086	(1,879,368)
Charges for Services	62,082,803	56,298,397	63,111,977	61,669,738	(1,442,239)	59,760,200	(1,909,538)
Interfund Revenue	160,629	4,902	—	—	—	—	—
Miscellaneous Revenue	1,392,909	1,078,566	2,091,423	2,424,107	332,684	2,424,107	—
Other Financing Sources	—	104	—	—	—	—	—
Total Revenue	**156,202,984**	**153,267,513**	**177,074,658**	**186,585,066**	**9,510,408**	**182,796,160**	**(3,788,906)**
Fund Balance	480,231	4,890,396	4,017,084	4,004,502	(12,582)	4,004,502	—
Total Sources	**156,683,215**	**158,157,909**	**181,091,742**	**190,589,568**	**9,497,826**	**186,800,662**	**(3,788,906)**
Salaries and Benefits	78,324,006	83,219,560	92,855,996	97,432,470	4,576,474	97,938,530	506,060
Services and Supplies	72,905,192	75,232,801	88,697,450	90,130,169	1,432,719	86,122,808	(4,007,361)
Other Charges	49,007,877	51,416,499	58,018,451	63,949,889	5,931,438	64,256,005	306,116
Fixed Assets	51,623	—	—	—	—	—	—
Other Financing Uses	327,583	419,857	366,277	365,703	(574)	366,340	637
Gross Appropriations	**200,616,281**	**210,288,718**	**239,938,174**	**251,878,231**	**11,940,057**	**248,683,683**	**(3,194,548)**
Intrafund Transfers	(1,687,724)	(1,533,982)	(2,226,944)	(3,130,227)	(903,283)	(3,130,227)	—
Net Appropriations	**198,928,556**	**208,754,735**	**237,711,230**	**248,748,004**	**11,036,774**	**245,553,456**	**(3,194,548)**
Contingencies/Dept Reserves	3,959,485	3,959,485	3,959,485	4,004,502	45,017	4,004,502	—
Total Requirements	**202,888,041**	**212,714,220**	**241,670,715**	**252,752,506**	**11,081,791**	**249,557,958**	**(3,194,548)**
Net County Cost	**46,204,827**	**54,556,312**	**60,578,973**	**62,162,938**	**1,583,965**	**62,757,296**	**594,358**
Salary Resolution	474.0	465.0	465.0	467.0	2.0	467.0	—
Funded FTE	467.5	457.6	453.7	457.1	3.4	457.1	—

Behavioral Health and Recovery Administration (6110P)

Program Locator

County > Health Services > County Health > Behavioral Health and Recovery Services > **Behavioral Health and Recovery Administration**

Program Outcome Statement

Provide programmatic, clinical, and fiscal leadership and management for the BHRS division

Program Results

The 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; advances racial equity and eliminates institutional bias and racism; provides administrative support for all programs including compliance, quality improvement, personnel services, budget and finance, research and evaluation, and contract administration; and works collaboratively with Health programs, other County departments, and contracted vendors to ensure quality and compliance with state and federal requirements.

The result is the community receives quality and effective treatment services in a timely manner with respect and dignity. This is evidenced by high satisfaction rates, that even during the pandemic, show 89 percent of clients are satisfied with the services they receive. In FY 2019-20, BHRS served 11,777 clients on average with a monthly low of 11,267 to a high of 12,374. Clients were diverted from Psychiatric Emergency Services and hospitalization and maintained at an outpatient setting. According to a recent client satisfaction survey, clients expressed satisfaction for services received, and reported being better able to manage their lives and engage in conversation and activities with other people.

Over the next two years, BHRS will be focused on the implementation of CalAIM, a state initiative to reform Medi-Cal, and the integration of primary care and behavioral health. Both activities prepare BHRS for the next generation of service delivery. San Mateo is advanced in this area as compared to most counties. This will result in a reorganization of BHRS and implementation of a new care model focused on enhanced case management; highly skilled teams comprised of behavioral health and primary care to handle high-need clients; and allowing in-lieu services such as housing, transitional stays at skilled nursing facilities, personal care and home services, home modifications, meals, and sobering centers.

Performance Measures

Percent of Administrative Staff Who Have Taken at Least Three of the Harvard Implicit Association Tests

The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that a person has an implicit attitude that they are not aware of. These tests will be used to help staff identify potential unconscious biases and help strengthen the leadership team.

A key component of the IAT includes acknowledging biases and assumptions, recognizing that biases are developed through our social/cultural environment, have affected our lived experiences, and affect our behavior toward others. Accountability is another key component and entails people working toward being comfortable with being called in to a dialogue and calling in someone when something is said or done that hurts, offends, or negatively impacts another.

Performance Measures

Integral to the BHRS Racial Equity work, the division will be identifying common language and group agreements that support and clarify this work. This will raise personal awareness through recognizing and challenging our own personal implicit biases and prejudices, examining how our biases shape our work, and starting the conversation toward personal accountability and influence.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Administrative Staff Who Have Taken at Least Three of the Harvard Implicit Association Tests	--	--	30%	100%	100%
New Measure: Prior year data is not available.					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Behavioral Health and Recovery Administration (6110P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	22,856,110	13,528,236	23,382,188	27,842,368	4,460,180	26,692,893	(1,149,475)
Total Requirements	28,090,615	29,033,679	35,653,672	39,871,284	4,217,612	35,916,895	(3,954,389)
Net County Cost	5,234,505	15,505,443	12,271,484	12,028,916	(242,568)	9,224,002	(2,804,914)
Salary Resolution	69.0	68.0	67.0	67.0	—	67.0	—
Funded FTE	69.0	68.0	66.7	66.9	0.2	66.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $3,729,595. Net funding adjustments in FY 2022-23 total $1,199,588.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	33,178	(5,153,977)
Gross Appropriations	3,762,773	(3,954,389)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	3,729,595	1,199,588
Positions	—	—

2. Administrative Expense Reductions: To meet budget targets, administrative contract expenses are reduced with no impact to clients.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(45,000)	—
Intrafund Transfers	—	—
Net County Cost	(45,000)	—
Positions	—	—

3. Office of Diversity and Equity Position Change: One Mental Health Counselor I is deleted in BHRS Mental Health Adult Services and one Community Program Specialist II is added to meet the state required workforce and training items of the Mental Health Services Act. This add is the companion to the deletion of a Mental Health Counselor I in the decision package "Adult Resource Management Position Change."

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	135,409	286
Intrafund Transfers	—	—
Net County Cost	135,409	286
Positions	1	—

4. Reassign Medical Office Assistant II: To meet budget goals, one Medical Office Assistant II is transferred to Public Health, Policy, and Planning.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(103,087)	(286)
Intrafund Transfers	—	—
Net County Cost	(103,087)	(286)
Positions	(1)	—

5. Infrastructure Strategies - Mental Health Services Act: Mental Health Services Act funds are used to provide increased support for program strategies such as adding capacity to Full Service Partnerships (FSPs), providing increased housing assistance services and supportive services to FSP clients by expanding resources to enter into contracts, planning, and evaluations of these program strategies.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	462,500	–
Gross Appropriations	462,500	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

6. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,004,502	4,004,502
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	45,017	–
Net County Cost	(3,959,485)	(4,004,502)
Positions	–	–

7. Measure K Adjustment: Our Second Home Family Resource Center: Adjust Our Second Home Family Resource Center Measure K rollover in FY 2021-22. Measure K funds were rolled over in FY 2020-21 to pay vendor for services already rendered in FY 2019-20. This action removes the one-time rollover funding.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	(40,000)	–
Gross Appropriations	(40,000)	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	4,460,180	(1,149,475)
Gross Appropriations	4,172,595	(3,954,389)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	45,017	—
Net County Cost	(242,568)	(2,804,914)
Positions	—	—

Mental Health Youth Services (6130P)

Program Locator

County > Health Services > County Health > Behavioral Health and Recovery Services > **Mental Health Youth Services**

Program Outcome Statement

Improve mental health for children, youth, and their families

Program Results

BHRS Child and Youth programs provide outreach, assessment, counseling, treatment, case management, medication, and assistance with managing care to seriously emotionally disturbed children, youth, and their families. BHRS provided services to approximately 3,783 children and youth in FY 2018-19 and 3,389 in FY 2019-20, which also included youth who were seen by contracted providers. BHRS also provided emergency services for over 400 children and youth in crisis in 2019 and 325 in 2020, with 45 percent admitted into inpatient hospitalization during 2020.

BHRS seeks out opportunities to enhance its comprehensive Youth Mental Health Crisis Continuum of Care that integrates essential elements of behavioral health prevention, early intervention, response, stabilization, and transition supports for youth in crisis. BHRS has allocated funds toward developing a youth mobile crisis response team, 'Youth S.O.S" (Support, Opportunity, Stabilization), for county residents through age 21. The program will be fully operational in July 2021.

Additionally, BHRS and the San Mateo Medical Center have applied for a grant to create a separate, dedicated youth space in the Psychiatric Emergency Services Unit. The goal is to reduce mental health-related admissions by five percent each year over the first two years. BHRS will also focus on increasing linkages to services for youth after experiencing a mental health crisis and provide prevention education and training on mental health crisis symptoms and risk factors for youth and parents/caregivers.

Performance Measures

Percent of Eligible BHRS Youth Clients Who Have Received COVID-19 Vaccination

Although severe illness from COVID-19 is much less common in youth than in adults, 3 million cases of COVID-19 have been reported in youth in the United States, according to the American Academy of Pediatrics. In San Mateo County, the rates of COVID-19 infection are higher in communities of color, with the Latinx population having the highest rate at 42 percent since the start of the pandemic, and 36 percent more recently. It may be assumed that youth of color also have higher rates of COVID-19 infections than other races/ethnicities. Also, other complications from COVID-19 are disproportionately impacting communities of color, especially Black and Latinx youth.

This performance measure will monitor the vaccination rate of BHRS youth consumers, who already represent the vulnerable populations in San Mateo County communities, by race/ethnicity beginning in FY 2021-22 and compare data to similar eligibility groups in populations without behavioral health challenges. The Vaccination for Children Program's data has shown that vaccinating children and youth is essential to address health disparities in communities and in controlling and preventing disease spread which includes COVID-19. The goal is to eliminate any gap between the vaccination rate of BHRS youth clients and the countywide rate.

Performance Measures

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Eligible BHRS Youth Clients Who Have Received COVID-19 Vaccination	N/A	N/A	30%	100%	100%

Category	American Indian/ Alaskan Native	Asian	Black	Latinx	White
Percent of Eligible BHRS Youth Clients Who Have Received COVID-19 Vaccination by Race/Ethnicity	--	--	--	--	--

New Measure: Data will begin to be collected in FY 2021-22.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Mental Health Youth Services (6130P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	32,108,672	32,356,100	43,604,917	39,791,883	(3,813,034)	40,477,831	685,948
Total Requirements	44,507,072	45,353,752	52,273,780	54,325,479	2,051,699	54,621,768	296,289
Net County Cost	12,398,399	12,997,652	8,668,863	14,533,596	5,864,733	14,143,937	(389,659)
Salary Resolution	166.0	163.0	165.0	165.0	—	165.0	—
Funded FTE	163.3	160.5	160.3	161.3	1.0	161.3	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $5,864,733. Net funding adjustments in FY 2022-23 total ($389,659). The drastic change in year one's net funding adjustments is due to the transfer of $5.4M in 2011 Realignment funding to BHRS Mental Health Adult Services to support adult operations funded by Realignment. Revenue was realigned between the two programs to maximize available funding sources. The NCC target was met at the division level.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(4,706,861)	685,948
Gross Appropriations	1,532,767	296,289
Intrafund Transfers	(374,895)	—
Net County Cost	5,864,733	(389,659)
Positions	—	—

2. Youth Full Service Partnerships - Mental Health Services Act: Mental Health Service Act (MHSA) funds are used to increase funding for youth in the community-based Full Service Partnership program which includes assessment and planning services; individual, group, and family therapy; rehabilitation services; medication support; and access to support personnel on a 24/7 basis. The funding will increase both the number of youth served and services available to youth already in the program.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,000,000	–
Gross Appropriations	1,000,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

3. Measure K Adjustment: County Office of Education and Schools Coordination: Adjust County Office of Education and Schools Coordination Measure K rollover in FY 2021-22. County Office of Education invoice for incurred expenditures for FY 2019-20 was received after year-end close. Measure K rollover funds in FY 2020-21 supported the payment for these incurred expenditures. This action removes that one-time rollover funding.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	(106,173)	–
Gross Appropriations	(106,173)	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(3,813,034)	685,948
Gross Appropriations	2,426,594	296,289
Intrafund Transfers	(374,895)	–
Net County Cost	5,864,733	(389,659)
Positions	–	–

Mental Health Adult Services (6140P)

Program Locator

County > Health Services > County Health > Behavioral Health and Recovery Services > **Mental Health Adult Services**

Program Outcome Statement

Increase the percentage of adult and older adult consumers attaining wellness/recovery goals

Program Results

BHRS Adult Mental Health programs promote recovery for individuals with serious mental illness and co-occurring substance use disorders by offering outreach and engagement, assessment, treatment, medication management, case management, psychosocial rehabilitation, housing support, crisis response, peer services, and linkage to physical health services. BHRS provided services to over 6,891 adults in FY 2019-20, 20 percent of whom were over the age of 60. Over 85 percent of clients state that they have benefited from BHRS services.

BHRS promotes improved quality of life, independent living, and housing stability for adults with serious mental illness. Programs focus on fostering healthy outcomes, safety, social connectedness, and engagement in meaningful activities. Many, including Full-Service Partnerships, reduce hospitalizations.

In FY 2021-23, BHRS will conduct a two-year pilot of the Community Wellness Crisis Response Team program. In partnership with the cities of San Mateo, Redwood City, South San Francisco, and Daly City, a police officer and a BHRS mental health clinician will respond to 911 calls involving individuals experiencing a mental health crisis. Mental health clinicians will assess individuals for the need for a 5150 hold, provide crisis counseling to the individual and their family, and link individuals to community resources for ongoing mental health or substance use services.

Additionally, with the implementation of CalAIM, a state initiative to reform Medi-Cal, BHRS will expand its collaboration and integration of behavioral health services with primary care services. This expansion will focus on high-risk, high-service utilizer, and homeless subpopulations to improve health equity in a Whole Person Care approach that also addresses social determinants of health. This will include enhanced care management that is expected to improve timely access to and coordination of care, as well as additional housing support to individuals experiencing homelessness and those at risk.

Performance Measures

Percentage of Eligible BHRS Adult Clients Who Have Received COVID-19 Vaccination

Nationally, adults with serious mental illness (SMI) die up to 25 years earlier, on average, due to undiagnosed or untreated co-morbid chronic medical conditions, than the general population. Mostly commonly, those chronic medical conditions are heart disease, pulmonary disease, and diabetes, all of which are conditions that are also known to place individuals at higher risk of severe complications or death from COVID-19. National data collected during 2020 also demonstrated that of all persons with co-morbid health conditions, adults with schizophrenia have the second highest incidence of serious complications or death from COVID-19. Many SMI clients are residing in licensed residential facilities, which have experienced high rates of COVID-19 outbreaks.

Individuals with mental illness are also disproportionately represented among the homeless. Stigma against individuals with SMI is playing a role in restricting temporary housing options for individuals needing to quarantine after a COVID-19 exposure or isolate following a COVID-19 diagnosis. There are also long standing racial/ethnic, cultural, and language barriers that prevent adults with SMI from seeking or obtaining physical health care, including vaccinations. To address this, targeted communication, transportation, emotional support, and custom vaccination delivery strategies are required. This performance indicator will monitor the vaccination rate of adult BHRS consumers by race/ethnicity beginning in FY 2021-22 and compare data to similar eligibility groups in populations without behavioral health challenges. BHRS will plan and implement a variety of strategies to ensure each individual has the opportunity for vaccination. The goal is to eliminate any gap between the vaccination rate of BHRS adult clients and the countywide rate.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percentage of Eligible BHRS Adult Clients Who Have Received COVID-19 Vaccination	N/A	N/A	30%	100%	100%

Category	American Indian/ Alaskan Native	Asian	Black	Latinx	White
Percentage of Eligible BHRS Adult Clients Who Have Received COVID-19 Vaccination by Race/Ethnicity	--	--	--	--	--

New Measure: Data will begin to be collected in FY 2021-22.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Mental Health Adult Services (6140P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	91,911,786	98,487,277	90,056,828	104,353,265	14,296,437	103,826,424	(526,841)
Total Requirements	103,640,871	110,115,985	122,535,283	125,788,967	3,253,684	126,164,293	375,326
Net County Cost	11,729,085	11,628,708	32,478,455	21,435,702	(11,042,753)	22,337,869	902,167
Salary Resolution	201.0	195.0	194.0	195.0	1.0	195.0	–
Funded FTE	197.7	190.7	188.4	189.6	1.2	189.6	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($10,524,492). Net funding adjustments in FY 2022-23 total $867,655. The drastic change in year one's net funding adjustments is due to the transfer of $5.4M in 2011 Realignment funding from BHRS Youth Mental Health Services and a $1.4M increase in Realignment source of revenue to support Telecare provider services for five clients displaced during the pandemic. The remaining $3.7M increase is to adjust the Realignment source of revenue to support adult operations based on FY 2019-20 full year utilization trends. Revenue was realigned between the two programs to maximize available funding sources. The NCC target was met at the division level.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	12,646,155	(527,413)
Gross Appropriations	2,121,663	340,242
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Net County Cost	(10,524,492)	867,655
Positions	–	–

2. Transportation Program Contract Reductions: To meet budget goals, the contract for transportation services is reduced to actual spending without impacting clients.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(50,000)	–
Intrafund Transfers	–	–
Net County Cost	(50,000)	–
Positions	–	–

3. Vocational Rehabilitation Memorandum of Understanding Reduction: To meet budget goals, the Human Services Agency Vocational Rehab Services MOU is modified to eliminate three vacant supported employment slots that have been vacant for three years.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(69,809)	–
Intrafund Transfers	–	–
Net County Cost	(69,809)	–
Positions	–	–

4. Reduction of Leased Space : To reduce the divisions real estate footprint and meet budget goals, subleased space in Belmont is vacated and returned to Department of Public Works.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(225,232)	–
Intrafund Transfers	–	–
Net County Cost	(225,232)	–
Positions	–	–

5. Law Enforcement MOU Personnel: The County Manager, through BHRS, entered into a Memorandum of Understanding in FY 2020-21 with four law enforcement agencies in the county to provide mental health clinician support for 911 calls. This MOU adds four limited term psychiatric social workers and related services and supplies.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	408,388	—
Gross Appropriations	876,776	34,798
Intrafund Transfers	(468,388)	—
Net County Cost	—	34,798
Positions	—	—

6. South County Adult Clinic Position Changes: One Social Worker III is deleted and one Marriage and Family Therapist is added to better meet clinical needs of clients.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(3,299)	—
Intrafund Transfers	—	—
Net County Cost	(3,299)	—
Positions	—	—

7. Adult Resource Management Position Change : One Mental Health Counselor I is deleted and one Community Program Specialist II is added in BHRS Admin to meet the state required workforce and training items of the Mental Health Services Act. This deletion is the companion to the addition of a Community Program Specialist II in the decision package "Office of Diversity and Equity Position Change."

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(144,831)	(286)
Intrafund Transfers	—	—
Net County Cost	(144,831)	(286)
Positions	(1)	—

8. Law Enforcement MOU Vehicle Purchase: The County Manager, through BHRS, has entered into an Memorandum of Understanding with four law enforcement agencies in the county. This MOU requires four psychiatric social workers to travel throughout the county on a daily basis. Four county cars are purchased in FY 2021-22 for this purpose.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	120,000	–
Intrafund Transfers	–	–
Net County Cost	120,000	–
Positions	–	–

9. Extra Help Psychiatric Specialist Elimination: In order to meet budget goals, one vacant extra help Psychiatric Specialist who conducts investigations for temporary conservatorship is eliminated. There is no impact to clients.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(145,090)	–
Intrafund Transfers	–	–
Net County Cost	(145,090)	–
Positions	–	–

10. Adult Full Service Partnerships (FSPs)-Mental Health Services Act: Using Mental Health Services Act funds, the capacity of the Adult Mental Health Full Service Program (FSPs) is increased to meet community based needs such as increased housing supports for FSP clients, ongoing supportive services for new housing developments, increased housing assistance services, housing locator, independent skills development, and case management including peer supports.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,200,000	–
Gross Appropriations	1,200,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

11. Veteran's Court Position Conversion: This action reconciles the budget with the Salary Resolution passed by the Board of Supervisors on May 18, 2021 in which one limited Term Case Management Assessment Specialist III position supporting the Veteran's Court is converted to permanent based on an ongoing need. A vacant position from Probation has been eliminated, resulting in no overall increase in position count countywide as a result of this transaction.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	11,188	286
Gross Appropriations	11,188	286
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	1	–

12. Competency Court Position Conversion: A limited term Marriage and Family Therapist is converted to permanent based on an ongoing need to continue to provide evaluation and treatment for clients who have been deemed incompetent to stand trail.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	30,706	286
Gross Appropriations	30,706	286
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	1	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	14,296,437	(526,841)
Gross Appropriations	3,722,072	375,326
Intrafund Transfers	(468,388)	–
Contingencies/Dept Reserves	–	–
Net County Cost	(11,042,753)	902,167
Positions	1	–

Alcohol and Other Drug Services (6170P)

Program Locator

County > Health Services > County Health > 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

BHRS Alcohol and Other Drug Services (AOD) oversee substance use prevention, treatment, and recovery services for individuals and families. Treatment is provided by a network of community-based agencies and includes withdrawal management, outpatient, intensive outpatient, residential, medication assisted treatment (MAT), and recovery services. In FY 2019-20, 2,257 clients were served in AOD programs. 88 percent of patients seeking methadone treatment were seen within 24 hours of request, exceeding the state standard of three days. In an annual client survey conducted in November 2020, 86 percent of clients surveyed said they had received at least some of their services via telehealth, and 89 percent agreed that 'as a direct result of the services I am receiving, I am better able to do the things I want to do."

During COVID-19, AOD prevention launched the 'Crushing the Curve" website to support young people during COVID-19, offering tools and resources to help youth get through this crisis. The effort was funded by the County of San Mateo, the Chan Zuckerberg Initiative, CDC Foundation, Sequoia HealthCare District, federal funds, many Bay Area counties, and COVID-19 FEMA funds. The website registered 2,037,256 media impressions in the county in just two months this Fall. The link to the site is: https://crushingthecurve.me/

In the next two years, AOD will improve equitable access to services across racial and ethnic groups as an overarching goal. With the implementation of CalAIM, a state initiative to reform Medi-Cal, AOD will focus on behavioral health integration and enhanced care management. The program will implement changes to the Drug Medi-Cal residential benefit, implement best practices for those with methamphetamine addiction, strengthen care coordination among providers, and expand access to MAT. Finally, the program will continue educate the community to prevent problems related to tobacco, alcohol, cannabis, prescription drugs, and opioids within San Mateo County.

Performance Measures

Percent of BHRS Consumers Who Receive Substance Abuse Treatment

Individuals who struggle with substance use disorders (SUD) experience stigma and discrimination resulting in barriers to treatment. In addition, it is known that underlying racial inequities and other social determinants of health further impact access to essential substance use services and result in poorer overall health outcomes for marginalized racial and ethnic groups. Data from the San Mateo County BHRS Drug Medi-Cal External Quality Review in FY 2018-19 found that Asians/Pacific Islanders were 21 percent of the Medi-Cal population, yet were just 4.4 percent of clients served. Similarly, 27 percent of SUD clients were Latinx while 46 percent of Medi-Cal enrollees identified as Latinx. Blacks represent just 3 percent of the Medi-Cal population and 11 percent of enrolled SUD clients and Whites are 14 percent of the Medi-Cal population but are nearly 37 percent of all clients enrolled in SUD services.

During FY 2021-22, BHRS will establish a methodology to track baseline penetration rates and evaluate who receives services by race/ethnicity for reporting in FY 2022-23. BHRS will assess the underlying factors driving any disparate representation and develop and implement a plan in partnership with division staff, contracted community-based organizations, and with community partners. Together BHRS will improve access to services with the aim of helping all clients live longer, better lives.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of BHRS Consumers Who Receive Substance Abuse Treatment	--	--	30%	100%	100%

Performance Measures

New Measure: Prior year data is not available.

Category	American Indian/ Alaskan Native	Asian	Black	Latinx	White
Percent of BHRS Consumers Who Receive Substance Abuse Treatment by Race/Ethnicity	--	--	--	--	--

New Measure: Data will begin to be collected in FY 2022-23.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Alcohol and Other Drug Services (6170P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	9,806,647	13,786,297	24,047,809	18,602,052	(5,445,757)	15,803,514	(2,798,538)
Total Requirements	26,649,484	28,210,805	31,207,980	32,766,776	1,558,796	32,855,002	88,226
Net County Cost	16,842,837	14,424,509	7,160,171	14,164,724	7,004,553	17,051,488	2,886,764
Salary Resolution	38.0	39.0	39.0	40.0	1.0	40.0	—
Funded FTE	37.5	38.5	38.3	39.3	1.0	39.3	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $7,192,018. Net funding adjustments in FY 2022-23 total $2,886,764.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(5,464,026)	(2,798,824)
Gross Appropriations	1,787,992	87,940
Intrafund Transfers	(60,000)	—
Contingencies/Dept Reserves	—	—
Net County Cost	7,192,018	2,886,764
Positions	—	—

2. Program Contract Reductions Alcohol and Other Drug Services: To meet budget goals, the contract for the opioid treatment program is aligned with actual expenses. There is no impact to clients.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(50,000)	–
Intrafund Transfers	–	–
Net County Cost	(50,000)	–
Positions	–	–

3. Sober Living Environments Reduction: To meet budget goals, the housing component of alcohol and other drug services sober living environments is reduced by five unused beds. There is no impact to clients.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(50,000)	–
Intrafund Transfers	–	–
Net County Cost	(50,000)	–
Positions	–	–

4. Elimination of Limited Term Patient Services Assistant II: To meet budget goals, one vacant Limited Term Patient Services Assistant is eliminated with no impact to clients.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(87,465)	–
Intrafund Transfers	–	–
Net County Cost	(87,465)	–
Positions	–	–

5. Multiple DUI Court Position Conversions: One limited term Case Management Assessment Specialist II is converted to permanent to conduct referrals to substance abuse treatment for DUI court-involved clients based on an ongoing need.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	18,269	286
Gross Appropriations	18,269	286
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	1	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(5,445,757)	(2,798,538)
Gross Appropriations	1,618,796	88,226
Intrafund Transfers	(60,000)	—
Contingencies/Dept Reserves	—	—
Net County Cost	7,004,553	2,886,764
Positions	1	—

Family Health Services (6240B)

Program Locator

County > Health Services > County Health > **Family Health Services**

Program Outcome Statement

Join with families as early as possible to meet their goals toward improved health and brighter futures

Program Results

Family Health Services (FHS) contributes to County Health goals of longer and better lives for residents through prevention and early intervention services targeting low-income pregnant women, children, and families. FHS partners with healthcare providers, the Health Plan of San Mateo, County Agencies, schools, and nonprofit organizations to achieve healthy and equitable communities. Services includes nutrition education and food benefits for pregnant women and young children, care coordination services for children with complex health needs, physical and occupational therapy for children with disabilities, and home visiting (HV) services aimed at promoting a healthy start and positive life course.

Recent FHS accomplishments include: improving customer experience in our Women, Infants, and Children (WIC) program with ease of virtual appointments, leading to a 36 percent increase in participation in nutrition services; adapting creative virtual therapy strategies for children with special health care needs and actively involving parents so children continue to meet their goals; pivoting evidence-based HV services to provide more tele-visits to families with high-risk socioeconomic and health needs; ensuring children in foster care continue to receive timely medical, dental care, and developmental screenings during the pandemic; and planning and coordinating an equitable distribution of COVID-19 vaccines through our FHS Immunization program in partnership with other Health divisions and County agencies.

FHS currently serves approximately 12,000 clients through Nutrition services, over 1,500 children with special health care needs through the California Children's Services program, and over 1,300 clients through evidence-based HV services each month. Over the next two years, FHS will continue to support children and families in achieving optimal health. Priorities include promoting breastfeeding and aiming to reduce gaps in breastfeeding rates by race/ethnicity, particularly among Black and Pacific Islander women. FHS will also promote efforts to increase ACE (Adverse Childhood Experiences) screening and provide services that mitigate the negative impacts of ACEs by expanding the number of evidence-based HV programs offered.

Performance Measures

Breastfeeding Rate of WIC Babies at 6-Months-Old

Breastfeeding decreases the incidence of childhood illnesses and has been linked to cognitive gains, increased bonding/attachment, and reduced healthcare costs. For mothers, breastfeeding supports post-birth recovery, reduces risk of postpartum depression, and reduces the risk of cancer. It is important to track continuance of breastfeeding at the 6-month mark rather than at just initiation because breastfeeding provides incremental added benefits over time. FHS has tracked the percent of Women, Infants, and Children (WIC) Program participants breastfeeding at 6 months at the aggregate level but will begin to track this information stratified by race/ethnicity and compare it to State WIC data. It is important to ensure there are no gaps by race/ethnicity, specifically with Black women and infants who are 2-3 times more likely to suffer from mortality/morbidity than White women and infants as breastfeeding provides protective factors.

The above disaggregated data is an estimate for FY 2020-21 based on a new implemented data system. Once actual numbers have been calculated at the end of the fiscal year, gaps in services may be identified and it can be determined if interventions are culturally responsive to meeting the needs of clients. In the meantime, the current information will help begin refocusing services.

San Mateo County aggregate data is benchmarked with Statewide WIC data for breastfeeding at 6 months. This data is currently unavailable disaggregated by race/ethnicity at the State level.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Breastfeeding Rate of WIC Babies at 6-Months-Old, San Mateo County	43%	50%	54%	56%	58%

Category	American Indian/ Alaskan Native	Asian	Black	PacificIslander	White
Breastfeeding Rate of WIC Babies at 6-Months-Old by Race/Ethnicity, San Mateo County	52%	45%	35%	15%	45%

Family Health Services (6240B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,630,982	1,670,333	1,669,388	1,721,019	51,631	1,721,019	—
Intergovernmental Revenues	14,530,285	13,938,306	14,136,549	13,688,541	(448,008)	13,688,541	—
Charges for Services	1,302,669	1,050,565	5,644,298	5,675,910	31,612	5,785,565	109,655
Interfund Revenue	1,182	26,919	—	—	—	—	—
Miscellaneous Revenue	251,353	207,437	97,548	—	(97,548)	—	—
Total Revenue	**17,716,471**	**16,893,559**	**21,547,783**	**21,085,470**	**(462,313)**	**21,195,125**	**109,655**
Fund Balance	1,085,519	1,147,085	1,368,124	1,385,157	17,033	1,385,157	—
Total Sources	**18,801,990**	**18,040,644**	**22,915,907**	**22,470,627**	**(445,280)**	**22,580,282**	**109,655**
Salaries and Benefits	27,726,845	28,149,361	33,223,417	32,994,874	(228,543)	33,261,490	266,616
Services and Supplies	2,723,005	2,366,016	3,017,652	3,392,257	374,605	3,349,654	(42,603)
Other Charges	2,260,023	2,393,054	2,844,256	2,496,423	(347,833)	2,656,869	160,446
Reclassification of Expenses	—	—	22,523	—	(22,523)	—	—
Fixed Assets	—	—	82,500	82,500	—	82,500	—
Other Financing Uses	2,313	2,901	3,237	3,237	—	3,237	—
Gross Appropriations	**32,712,186**	**32,911,333**	**39,193,585**	**38,969,291**	**(224,294)**	**39,353,750**	**384,459**
Intrafund Transfers	(1,762,392)	(1,728,435)	(2,410,615)	(2,489,169)	(78,554)	(2,566,478)	(77,309)
Net Appropriations	**30,949,795**	**31,182,897**	**36,782,970**	**36,480,122**	**(302,848)**	**36,787,272**	**307,150**
Contingencies/Dept Reserves	986,266	1,147,085	1,368,124	1,385,157	17,033	1,385,157	—
Total Requirements	**31,936,061**	**32,329,982**	**38,151,094**	**37,865,279**	**(285,815)**	**38,172,429**	**307,150**
Net County Cost	**13,134,070**	**14,289,338**	**15,235,187**	**15,394,652**	**159,465**	**15,592,147**	**197,495**
Salary Resolution	184.0	182.0	177.0	176.0	(1.0)	176.0	—
Funded FTE	178.0	175.5	167.8	168.3	0.5	168.3	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Family Health Services (6240B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	18,801,990	18,040,644	22,915,907	22,470,627	(445,280)	22,580,282	109,655
Total Requirements	31,936,061	32,329,982	38,151,094	37,865,279	(285,815)	38,172,429	307,150
Net County Cost	13,134,070	14,289,338	15,235,187	15,394,652	159,465	15,592,147	197,495
Salary Resolution	184.0	182.0	177.0	176.0	(1.0)	176.0	—
Funded FTE	178.0	175.5	167.8	168.3	0.5	168.3	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases to revenue sources; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $1,590,956. Net funding adjustments in FY 2022-23 total $1,500,438.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,830,437)	(1,275,502)
Gross Appropriations	(160,927)	302,245
Intrafund Transfers	(78,554)	(77,309)
Contingencies/Dept Reserves	—	—
Net County Cost	1,590,956	1,500,438
Positions	—	—

2. Salary Resolution Amendment Reconciliation and Transfer of Net County Cost to Emergency Medical Services: A Dietitian position has been deleted and added to Environmental Health Services as a Environmental Health Program Supervisor to reconcile the budget with the Salary Resolution Amendment passed by the Board of Supervisors on January 26, 2021. As such, Net County Cost is decreased and transferred to Emergency Medical Services.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(145,867)	(286)
Intrafund Transfers	—	—
Net County Cost	(145,867)	(286)
Positions	(1)	—

3. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Additional Fund Balance is placed into Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,385,157	1,385,157
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	17,033	—
Net County Cost	(1,368,124)	(1,385,157)
Positions	—	—

4. Office Space Improvements: Funds are appropriated for improvements and furnishings for the Black Infant Health and Home Visiting offices in East Palo Alto.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	82,500	82,500
Intrafund Transfers	—	—
Net County Cost	82,500	82,500
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(445,280)	109,655
Gross Appropriations	(224,294)	384,459
Intrafund Transfers	(78,554)	(77,309)
Contingencies/Dept Reserves	17,033	—
Net County Cost	159,465	197,495
Positions	(1)	—

Correctional Health Services (6300B)

Program Locator

County > Health Services > County Health > **Correctional Health Services**

Program Outcome Statement

Improve the health of youth and adults in custody

Program Results

Correctional Health Services (CHS) provides comprehensive and timely physical health, mental health, substance use disorder treatment services, and nutrition consultation to the incarcerated youth and adults in San Mateo County. CHS typically services approximately 18,500 adults and youth in custody. Since April 2020, due to the COVID-19 pandemic, the number of incarcerated individuals has decreased by 15 percent. The return to pre-pandemic levels is anticipated in the future.

Recent CHS accomplishments include: implementation of an electronic health record (EHR) and medication dispensing machine in Fall 2020 which is estimated to reduce medication errors and increase direct patient care hours; continued operation of a ten-bed acute stabilization unit (ASU) in the Maguire Correctional Facility along with a Behavioral Health Pod (BHP) at both the Maguire Correctional Facility and the Maple Street Correctional Center providing a continuum of mental health care; and responsive and equitable screening and treatment of inmates for COVID-19 as well as vaccine distribution.

Priorities for FY 2021-23 include: to construct and redesign the program for booking at the Maguire Correctional Facility for increased safety and enhanced medical services, mental health, and substance use disorder services through a Board of State and Community (BSCC) Coronavirus Emergency Supplemental Funding (CESF) grant; to obtain National Commission on Correctional Health Care (NCCHC) accreditation for a framework to ensure systems, policies, and procedures are in place to produce the best outcomes in the most cost-efficient and effective manner; and to continue to develop and train CHS staff in LEAP practices and culture.

Performance Measures

Percent of Incarcerated Individuals Diagnosed with a Substance Use Disorder Who are Engaged in Medication Assisted Treatment

It is estimated that up to 40 percent of the incarcerated population have substance abuse disorders. Upon booking, CHS clinical staff will administer Clinical Opiate Withdraw Scale (COWS) and Clinical Institute Assessment of Alcohol Scale (CIWA) instruments and monitor detoxification. Inmates will be provided substance abuse education, motivational interviews, and access to Medication Assisted Treatment. CHS has developed a report from electronic health records and has begun collecting the data. The jail population includes many individuals with low income and people of color as compared to the general population of San Mateo County. This is also reflected in the substance use disorders population in jails. CHS does not have comparison data currently but will be able to compare current data as a baseline to future years.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Incarcerated Individuals Diagnosed with a Substance Use Disorder Who are Engaged in Medication Assisted Treatment	--	--	10%	15%	20%

New Measure: Prior year data is not available.

Correctional Health Services (6300B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	42,104	92,660	–	–	–	–	–
Intergovernmental Revenues	1,951,177	3,816,281	2,947,234	2,516,892	(430,342)	2,429,663	(87,229)
Charges for Services	2,270	2,244	2,240	2,055	(185)	2,055	–
Interfund Revenue	987	–	–	–	–	–	–
Miscellaneous Revenue	34,655	34,635	17,042	30,500	13,458	30,500	–
Total Revenue	**2,031,193**	**3,945,820**	**2,966,516**	**2,549,447**	**(417,069)**	**2,462,218**	**(87,229)**
Fund Balance	1,577,802	604,158	235,163	474,009	238,846	474,009	–
Total Sources	**3,608,995**	**4,549,978**	**3,201,679**	**3,023,456**	**(178,223)**	**2,936,227**	**(87,229)**
Salaries and Benefits	18,483,800	19,619,525	19,066,778	19,247,739	180,961	19,194,732	(53,007)
Services and Supplies	5,837,632	7,094,398	7,453,383	7,254,133	(199,250)	7,403,989	149,856
Other Charges	796,318	871,257	958,293	1,106,668	148,375	1,113,540	6,872
Fixed Assets	–	318,673	9,645	–	(9,645)	–	–
Gross Appropriations	**25,117,751**	**27,903,853**	**27,488,099**	**27,608,540**	**120,441**	**27,712,261**	**103,721**
Intrafund Transfers	(3,223,170)	(3,218,076)	(350,970)	(298,551)	52,419	(298,551)	–
Net Appropriations	**21,894,581**	**24,685,777**	**27,137,129**	**27,309,989**	**172,860**	**27,413,710**	**103,721**
Contingencies/Dept Reserves	401,908	401,908	428,249	474,009	45,760	474,009	–
Total Requirements	**22,296,489**	**25,087,685**	**27,565,378**	**27,783,998**	**218,620**	**27,887,719**	**103,721**
Net County Cost	**18,687,494**	**20,537,707**	**24,363,699**	**24,760,542**	**396,843**	**24,951,492**	**190,950**
Salary Resolution	82.0	88.0	88.0	88.0	–	88.0	–
Funded FTE	79.5	85.5	85.4	85.2	(0.2)	85.2	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Correctional Health Services (6300B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	3,608,995	4,549,978	3,201,679	3,023,456	(178,223)	2,936,227	(87,229)
Total Requirements	22,296,489	25,087,685	27,565,378	27,783,998	218,620	27,887,719	103,721
Net County Cost	18,687,494	20,537,707	24,363,699	24,760,542	396,843	24,951,492	190,950
Salary Resolution	82.0	88.0	88.0	88.0	—	88.0	—
Funded FTE	79.5	85.5	85.4	85.2	(0.2)	85.2	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $1,012,839. Net funding adjustments in FY 2022-23 total $664,959.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(652,232)	(561,238)
Gross Appropriations	308,188	103,721
Intrafund Transfers	52,419	—
Contingencies/Dept Reserves	—	—
Net County Cost	1,012,839	664,959
Positions	—	—

2. Elimination of Two Vacant Extra Help Positions: To assist with the structural budget deficit estimated at $161,000 for FY 2021-22 and $328,000 for FY 2022-23, two vacant extra help positions are eliminated- one Psychiatric Social Worker/ Marriage Family Therapist and one Licensed Vocational Nurse.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(187,747)	–
Intrafund Transfers	–	–
Net County Cost	(187,747)	–
Positions	–	–

3. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	474,009	474,009
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	45,760	–
Net County Cost	(428,249)	(474,009)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(178,223)	(87,229)
Gross Appropriations	120,441	103,721
Intrafund Transfers	52,419	–
Contingencies/Dept Reserves	45,760	–
Net County Cost	396,843	190,950
Positions	–	–

San Mateo Medical Center (6600B)

Program Locator

County > Health Services > County Health > **San Mateo Medical Center**

Program Outcome Statement

Open doors to excellence in healthcare

Program Results

San Mateo Medical Center is a 448-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 through a management agreement with Brius.

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. There are 62 Medical-Surgical beds, 7 Intensive Care Unit beds, 3 Operating Rooms, and 15 Emergency Room beds at the Medical Center, providing care to 1,900 patients (11,100 inpatient days) annually with an average length of stay of 5.7 days each year. The Medical Center also provides 33,800 emergency visits and 2,800 hours of infusion procedures each year.

The Medical Center operates twelve clinics throughout the County that provide primary healthcare and preventive services. Included in the 12 clinics is the clinic in Pescadero that opened in March 2014 through Measure K funding. Through these clinics, 54,100 unique patients are treated for a total of 232,000 clinic visits, including 50,000 pediatric visits; 20,000 OB/GYN visits; 11,100 senior care visits; and 16,000 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 3,000 psychiatric evaluations in the psychiatric emergency unit, and care for 282 patients on the inpatient psychiatric unit for a total of 9,400 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.

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 Medical Center is focused on two primary objectives: maximize the reach of all its resources to provide care that maximizes health outcomes for its patient population, and build leader development systems that create bidirectional alignment, engagement, and accountability. The Medical Center will successfully execute on these objectives by using LEAP as the performance improvement philosophy and tool kit. Post-pandemic uncertainty and related impact on health care may require future changes to the San Mateo Medical Center budget that are off the regular budget schedule.

The Medical Center had a structural deficit of $13.9 million in FY 2021-22, which was addressed with one-time additional County support of $5.5 million and ongoing solutions of $8.4 million. The for FY 2022-23 of $15.4 million is currently balanced with the use of Reserves of $7 million, along with the ongoing solutions implemented in FY 2021-22. The budget shortfalls are a result of increased costs, flat revenues, and significant uncertainty in federal policy and associated revenues.

Performance Measures

Percent Gap in Controlled Hypertension Between Black Patients and SMMC Average Across All Populations

Collection of race, ethnicity, and language of SMMC's patient populations is now mandatory in the patient registration system. The intent of this data collection is to obtain a clear lens on how the Medical Center's patients identify, analyze quality data by these demographic variables, uncover disparities in outcomes, and drive for equity as a healthcare system. Analysis of this data reveals a sustained disparity between hypertension, also known as high blood pressure, control in Black hypertensive patient populations versus SMMC's overall hypertensive patient populations. In other words, the percentage of Black patients with hypertension who are found to have good blood pressure control (blood pressure less than 140/90) is lower than the percentage of overall hypertensive patient populations who are found to have good blood pressure control. This disparity mirrors national trends in hypertension control. In FY 2019-20, 65.4 percent of SMMC patients were considered to have good blood pressure control while only 62.2 percent of Black SMMC patients had controlled blood pressure. This disparity has been as high as 13 percentage points in the past. It has been reduced, though not eliminated, through focused efforts over the last years.

SMMC's Disparity Elimination Workgroup is working to address this disparity with focused intent. The vision is that Black patients experience health care based on trusted relationships with their care team with a high level of engagement and outcomes that eliminate the differences from adverse effects of economic, social, or environmental disadvantages. Deliberate attention to identify and address the many ways in which social determinants of health impact health and health care outcomes and incorporating the voice of SMMC's patients through patient interviews to identify barriers and opportunities is a key element of SMMC's Disparity Elimination Workgroup's strategy. Addressing the root causes of this disparity is expected to lead to improvement in other quality metrics for this population.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent Gap in Controlled Hypertension Between Black Patients and SMMC Average Across All Populations	6.8%	3.6%	3%	1.5%	0.75%

San Mateo Medical Center (6600B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	2,423,506	2,443,138	3,625,180	3,769,350	144,170	3,769,350	–
Use of Money and Property	1,615,692	371,088	68,000	450,000	382,000	450,000	–
Intergovernmental Revenues	150,909,752	145,113,562	138,776,949	153,950,444	15,173,495	135,693,727	(18,256,717)
Charges for Services	138,162,945	174,571,681	200,658,132	209,923,428	9,265,296	215,032,000	5,108,572
Interfund Revenue	1,313,746	1,341,487	1,369,047	928,671	(440,376)	901,311	(27,360)
Miscellaneous Revenue	5,921,564	6,183,741	8,577,292	5,793,970	(2,783,322)	6,211,451	417,481
Other Financing Sources	57,860,174	57,961,382	63,646,621	63,621,621	(25,000)	58,121,621	(5,500,000)
Total Revenue	**358,207,381**	**387,986,080**	**416,721,221**	**438,437,484**	**21,716,263**	**420,179,460**	**(18,258,024)**
Fund Balance	21,799,728	22,860,735	3,088,026	–	(3,088,026)	–	–
Total Sources	**380,007,109**	**410,846,815**	**419,809,247**	**438,437,484**	**18,628,237**	**420,179,460**	**(18,258,024)**
Salaries and Benefits	196,686,767	208,468,609	208,680,762	222,073,043	13,392,281	222,341,356	268,313
Services and Supplies	106,792,832	138,902,262	143,565,555	147,995,117	4,429,562	144,499,998	(3,495,119)
Other Charges	25,822,165	31,847,341	34,009,471	35,676,889	1,667,418	35,860,340	183,451
Fixed Assets	–	–	4,000,000	4,000,000	–	4,000,000	–
Other Financing Uses	28,040,930	28,694,189	29,841,239	28,886,325	(954,914)	13,721,656	(15,164,669)
Gross Appropriations	**357,342,694**	**407,912,401**	**420,097,027**	**438,631,374**	**18,534,347**	**420,423,350**	**(18,208,024)**
Intrafund Transfers	(196,320)	(153,612)	(287,780)	(193,890)	93,890	(243,890)	(50,000)
Net Appropriations	**357,146,374**	**407,758,790**	**419,809,247**	**438,437,484**	**18,628,237**	**420,179,460**	**(18,258,024)**
Non-General Fund Reserves	22,860,735	3,088,026	–	–	–	–	–
Total Requirements	**380,007,109**	**410,846,815**	**419,809,247**	**438,437,484**	**18,628,237**	**420,179,460**	**(18,258,024)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	1,050.0	1,039.0	1,039.0	1,042.0	3.0	1,042.0	–
Funded FTE	998.2	977.3	970.4	974.2	3.8	974.2	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

San Mateo Medical Center (6600B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	380,007,109	410,846,815	419,809,247	438,437,484	18,628,237	420,179,460	(18,258,024)
Total Requirements	380,007,109	410,846,815	419,809,247	438,437,484	18,628,237	420,179,460	(18,258,024)
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	1,050.0	1,039.0	1,039.0	1,042.0	3.0	1,042.0	—
Funded FTE	998.2	977.3	970.4	974.2	3.8	974.2	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $13,714,389. Net funding adjustments in FY 2022-23 total $10,696,973.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	6,228,237	(26,658,024)
Gross Appropriations	19,848,736	(15,911,051)
Intrafund Transfers	93,890	(50,000)
Non-General Fund Reserves	—	—
Net County Cost	13,714,389	10,696,973
Positions	—	—

2. Position Adjustments: Convert and move positions to better align staffing with the operational needs of the department and assure appropriate coverage for patient care services. Overall financial impact is minimal at an increased cost of $103,000, which is covered by patient revenue.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	102,621	(353,817)
Intrafund Transfers	–	–
Net County Cost	102,621	(353,817)
Positions	–	–

3. Supplemental Revenue: Budget for anticipated positive cost report settlements that historically have not been budgeted. Over the past two years, the Medical Center has experienced favorable cost report settlements resulting from the completion of state audits. The audit reserve methodology created reserve amounts that ultimately were not needed.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,500,000	2,500,000
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	(2,500,000)	(2,500,000)
Positions	–	–

4. Net Patient Revenue: Continued progress in operational improvements and increases in revenue for ambulatory care and hospital operations. Improvement work is being continued to expand capacity to generate more patient volume and resulting higher revenue.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,400,000	4,400,000
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	(4,400,000)	(4,400,000)
Positions	–	–

5. Salary Savings from Frozen Positions: Assume salary savings from at least 12 frozen FTEs but retain these positions as needed for surge staffing requirements. The savings are temporarily being reflected in this non-labor account as we expect the position freezes to fluctuate based on need. Reduction in the Services and Supplies account will ensure the savings are achieved.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(1,500,000)	(1,500,000)
Intrafund Transfers	–	–
Net County Cost	(1,500,000)	(1,500,000)
Positions	–	–

6. Extension of Additional County Contribution: Additional County contribution to the Medical Center for the delay of certain revenue generation and cost saving initiatives from the prior fiscal year carrying over to FY 2021-22 and removed for FY 2022-23.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	5,500,000	(5,500,000)
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	(5,500,000)	5,500,000
Positions	–	–

7. Use of Reserves for FY 2022-23: The structural budget deficit is expected to increase to $15.4M in FY 2022-23. Ongoing solutions from FY 2021-22 have been carried forward. However, there remains a gap of $1.5M due to increased costs and $5.5M due to the removal of one-time County support. Solutions will need to be found for the remaining balance of $7M or reserves will need to be used.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	7,000,000
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	–	(7,000,000)
Positions	–	–

8. Healthcare for the Homeless Term Position Conversions: Convert three positions previously created as limited term to regular. The positions are needed to support the operations of the Healthcare for the Homeless program for as long as there is grant funding to administer. The positions serve as liaisons and coordinators between the Health Resources & Services Administration, the grantor, and various entities in the County of San Mateo including the Medical Center for promoting wellness of homeless and farm workers as well as ensuring compliance with contractual requirements.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	82,990	(443,156)
Intrafund Transfers	—	—
Net County Cost	82,990	(443,156)
Positions	3	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	18,628,237	(18,258,024)
Gross Appropriations	18,534,347	(18,208,024)
Intrafund Transfers	93,890	(50,000)
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	3	—

Contributions to Medical Center (5850B)

Program Locator

County > Health Services > County Health > **Contributions to Medical Center**

Program Outcome Statement

Improve health for uninsured, low-income residents

Program Results

The County contribution to the Medical Center supports mandated medical services under Section 17,000 of the California Welfare and Institutions Code, which requires the County to provide medical care services to indigent residents. The County Contribution was increased in FY 2020-21 by $5,525,000 to keep the retail pharmacy open and allow more time for various operational improvements designed to expand services and enhance revenue; increase the reach of ambulatory care to 10,000 assigned patients; and relocate Mental Health Primary Care services. The one-time contribution has again been committed to the Medical Center for similar purposes for FY 2021-22.

Performance Measures

Percent of Eligible SMMC Patients Who Have Received COVID-19 Vaccination

Throughout the pandemic, populations served by SMMC have been disproportionately affected with higher infection rates and higher rates of hospitalization. As vaccination efforts have launched, there has been evidence that a significant portion of SMMC patients are not well served by traditional outreach efforts, such as those used through mass vaccination efforts. Barriers include language, access and comfort with technology, transportation, and general distrust of government and unknown entities. SMMC is working to address these challenges to ensure timely connection of patients with the vaccination methodology that best serves their needs. This includes, but is not limited to, SMMC outreach efforts to connect patients with mass vaccination efforts and a ramping up of SMMC local vaccination efforts through its clinics. The end goal is to eliminate any gaps between the rate of vaccination for SMMC patients and the countywide rate.

Performance Measure	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Percent of Eligible SMMC Patients Who Have Received COVID-19 Vaccination	N/A	N/A	65%	70%	75%

Contributions to Medical Center (5850B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Interfund Revenue	–	–	–	–	–	–	–
Miscellaneous Revenue	5,612,056	5,612,056	5,612,056	5,612,056	–	5,612,056	–
Total Revenue	**5,612,056**	**5,612,056**	**5,612,056**	**5,612,056**	**–**	**5,612,056**	**–**
Fund Balance	–	–	43,890	–	(43,890)	–	–
Total Sources	**5,612,056**	**5,612,056**	**5,655,946**	**5,612,056**	**(43,890)**	**5,612,056**	**–**
Services and Supplies	–	–	87,780	43,890	(43,890)	43,890	–
Other Financing Uses	58,121,621	58,121,621	63,646,621	63,621,621	(25,000)	58,121,621	(5,500,000)
Gross Appropriations	**58,121,621**	**58,121,621**	**63,734,401**	**63,665,511**	**(68,890)**	**58,165,511**	**(5,500,000)**
Intrafund Transfers	–	–	(5,525,000)	–	5,525,000	–	–
Net Appropriations	**58,121,621**	**58,121,621**	**58,209,401**	**63,665,511**	**5,456,110**	**58,165,511**	**(5,500,000)**
Total Requirements	**58,121,621**	**58,121,621**	**58,209,401**	**63,665,511**	**5,456,110**	**58,165,511**	**(5,500,000)**
Net County Cost	**52,509,565**	**52,509,565**	**52,553,455**	**58,053,455**	**5,500,000**	**52,553,455**	**(5,500,000)**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Contributions to Medical Center (5850B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	5,612,056	5,612,056	5,655,946	5,612,056	(43,890)	5,612,056	–
Total Requirements	58,121,621	58,121,621	58,209,401	63,665,511	5,456,110	58,165,511	(5,500,000)
Net County Cost	52,509,565	52,509,565	52,553,455	58,053,455	5,500,000	52,553,455	(5,500,000)

1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(43,890)	–
Gross Appropriations	(43,890)	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

2. Allocation of One-Time Net County Cost to San Mateo Medical Center: The County contribution to the Medical Center is increased for an additional year to allow the pharmacy to remain open and to offset slow ramp up of revenues. The increase was budgeted as an intra-fund transfer and has been changed for FY 2021-22 to accurately reflect the Net County Cost associated with County Health. The increase is for FY 2021-22 and has been removed for FY 2022-23.

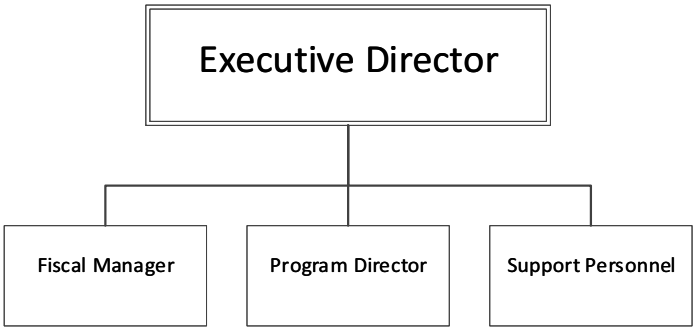
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	(25,000)	(5,500,000)
Intrafund Transfers	5,525,000	–
Net County Cost	5,500,000	(5,500,000)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(43,890)	—
Gross Appropriations	(68,890)	(5,500,000)
Intrafund Transfers	5,525,000	—
Net County Cost	5,500,000	(5,500,000)
Positions	—	—

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FIRST 5 SAN MATEO COUNTY



Department Locator

County > Health Services > **First 5 San Mateo County**

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

Foundations for physical, emotional, cognitive, and behavioral health are laid during the first years of life. First 5 San Mateo County's (First 5) approach to supporting children's success is rooted in research in early brain development and environmental influences such as family, community, public policy, and social determinants of health including income, public health, and social connections. These factors influence the health; cognitive and social-emotional development; well-being; and long-term success of children and their caregivers. First 5's programs and activities foster the optimal development of children ages 0 to 5 by investing in health, early learning, family engagement, and systems-building efforts. First 5's Commission, appointed by the Board of Supervisors, adopts the budget, creates the strategic plan, and provides oversight for First 5.

During FY 2019-21 First 5 staff, Commissioners, grantees, and stakeholders joined together for the development and implementation of a new Strategic Plan (SP) for 2020-2025. Along with COVID-19, the new SP comes with an additional challenge of a 39 percent reduction (on average) in grants to community partners which may lead to fewer clients served through high-intensity modalities such as home visiting, care coordination, and mental health services for FYs 2021-23. Despite the reductions, newly funded programs offer an array of services, and systems-level work and additional funding partners and state funding streams are supporting programs. Considering the Commission's declining revenues and expanding opportunities for partnership, the First 5 Commission reaffirmed its desired role in San Mateo County (SMC) to focus on three primary community roles: Strategic Investor, Community Partner in aligned efforts, and Systems Leader to advocate for the prioritization of young children and their families.

First 5 will continue to engage in COVID-19 response and recovery activities to support children, families, providers, and community partners during this crisis. Highlights include: serving on the SMC Pandemic Recovery Groups; curating family resource information for website and social media content; allowing programs additional time to meet Scope of Work deliverables and redirection of funding and activities to meet the immediate and short-term needs of the pandemic; participating in the Child Care Response Team (CCRT) to align and coordinate efforts for advocacy, funding, and administration of local, state, and federal resources contributing financial resources in partnership with other efforts to address the economic needs of childcare providers and immigrant families; and distributing needed emergency supplies to childcare programs and families with funding from First 5 California and California Department of Education.

Department Innovations

- Build Up for San Mateo County's Kids: First 5 and the SMC Board have been key seed funders and drivers of the Build Up for Kids initiative focused on the facility needs of childcare and preschool providers. This multi-sector project brings together foundations, County agencies, cities, school districts, faith-based organizations, and the business community to come up with creative and sustainable solutions to this crisis.
- Greystar Development South Main Mixed-Use Project: As a result of closely working with Build-Up, Greystar Development will provide unprecedented community benefits in Redwood City that will set a new standard of excellence. Greystar is supporting the child care center operator at this multi-use development by providing No Rent-No Rent Growth for a 10- to 15-year lease term and tenant improvements which include converting the unfinished space into a modern childcare facility, totaling a $3- to $4 million investment.

Program Results

During FY 2019-20, First 5's programs served 11,355 clients, including children, parents, and service providers. Nearly 1,500 of these clients received the Kit for New Parents, a set of resources for expectant and new parents. A similar number will be distributed in FY 2020-21.

The First 5 2020-25 Strategic Plan identifies three core focus areas.

- Quality Care & Education: 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 childcare for infants and toddlers, and improve parents' and community-members' understanding of the importance of high-quality early learning experiences for children. During FY 2019-20, 2,610 clients were served through this focus area.
- Healthy 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. During FY 2019-20, 4,625 clients were served through this focus area.
- Resilient Families: First 5 aims to provide intensive support for families experiencing multiple challenges, partner with parents to help children develop to their maximum potential and ensure that service providers understand the importance of the parent-child relationship. During FY 2019-20, 3,431 clients were served through this focus area.

Performance Measures

Clients Served

First 5 is charged with creating and fostering conditions that enable young children ages 0-5 to thrive. As part of this commitment, First 5 intentionally targets investments and systems improvement efforts towards populations of children and families that may experience challenges related to inequitable access to resources, systemic oppression, or situations within their families that can compromise child development (e.g. mental health issues, family violence, developmental delays). Tracking the number of clients across race/ethnicity who receive First 5 funded services allows the department to examine whether targeted services are reaching those likely to be most in need. In reviewing the disaggregated client counts, the following conclusions can be drawn:

- The Latinx population and those whose race/ethnicity is Other/Unknown are overrepresented among First 5 clients; American Indian/Alaskan Native and Black individuals appear at roughly equivalent rates to the general population, and all other categories of race/ethnicity are underrepresented.
- The underrepresentation of individuals of Asian descent and the Native Hawaiian/Pacific Islander population may indicate that First 5 and its community partners are not as effective in engaging these communities as hoped. According to the 2019 American Community Survey, among San Mateo County families making less than $25,000/year 21.5 percent are Asian and 2.8 percent are Native Hawaiian/Pacific Islander. This comparison suggests that, given First 5's focus on supporting families experiencing higher levels of need, Asian and Hawaiian/Pacific Islander families who could benefit from services are not being reached.
- Although Black clients are served by First 5 at a rate equal to their presence in the County population, given that they comprise a higher share of low-income families (3.4 percent of those making <$25,000/year) higher proportions within First 5's client base are expected to be seen. Again, this suggests that First 5 and its partners may have more to do to effectively engage Black families.
- First 5 has a high proportion of clients whose race/ethnicity is reported as Other/Unknown. First 5 should work with its funded partners to ensure that race/ethnicity data may be collected as completely and accurately as possible.

Additionally, First 5 is considering tracking its clients by zip code in order to examine whether targeted services are reaching those likely to be most in need. There are a number of data sources available that indicate under-resourced or high-risk zip codes or census tracts within San Mateo County. These include:

- Communities identified for participation in the Community Collaboration for Childrens Success initiative
- School districts eligible for participation in the Big Lift

The Strong Start Index (https://strongstartindex.org/)

Performance Measures

- The Census Bureau Hard to Count Map (https://census.ca.gov/HTC-map/)

Organizational Diversity

Diversity characteristics of funded organizations' numbers/proportions of (if applicable) board members, executive leadership, managers/supervisors, and line staff will be collected. These characteristics include: gender, race/ethnicity, sexual orientation, languages spoken, and cultural backgrounds.

Additional measures may be developed around whether clients serve on advisory boards, whether staff members live in the communities they serve, whether length of time clients spend on wait-lists varies by race/ethnicity or language, proportion of First 5 dollars that flow to organizations with certain equity related characteristics, etc. A focus on equity requires an examination of who holds power and whose voices are heard and valued within the community. As a funding organization, First 5 directs significant resources to multiple organizations, and both First 5 and its funded partners have power over how those resources are eventually deployed and allocated. It is worth exploring whether those with the power to direct these resources reflect the communities the resources are intended to support and honor the voices of those communities.

First 5 anticipates that collecting this information will be challenging. Agencies may have reservations about sharing information about the composition of their board and staff or may find another data collection requirement burdensome. Some of the proposed measures may in fact be impossible to collect due to HR regulations or anti-discrimination laws (more research is needed on this). First 5's funded partners will be surveyed in order to collect the data.

Proportions of populations among staff at a given organization compared to the proportions of clients served by that organization may also be considered for a performance measure.

New measure: data will begin to be collected in FY 2021-22.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Clients Served	10,935	9,861	9,500	9,500	9,500

Category	American Indian/ Alaskan Native	Asian	Black	Latinx	Native Hawaiian/ Pacific Islander
Clients Served by Race/Ethnicity	<1%	6%	1%	39%	1%

	White	Multi-Racial	Other or Unknown
Clients Served by Race/Ethnicity	15%	4%	36%

Category	American Indian/ Alaskan Native	Asian	Black	Latinx	Native Hawaiian/ Pacific Islander
San Mateo County Population by Race/Ethnicity	<1%	23%	1%	32%	2%

	White	Multi-Racial	Other or Unknown
San Mateo County Population by Race/Ethnicity	32%	13%	14%

First 5 San Mateo County (1950B)
First Five Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	281,003	217,244	85,467	96,000	10,533	84,000	(12,000)
Intergovernmental Revenues	5,403,315	5,905,790	5,464,000	5,608,000	144,000	5,260,000	(348,000)
Miscellaneous Revenue	383,391	918,168	743,000	542,000	(201,000)	294,000	(248,000)
Total Revenue	**6,067,709**	**7,041,202**	**6,292,467**	**6,246,000**	**(46,467)**	**5,638,000**	**(608,000)**
Fund Balance	9,978,673	11,239,125	8,560,850	7,053,119	(1,507,731)	6,519,080	(534,039)
Total Sources	**16,046,382**	**18,280,327**	**14,853,317**	**13,299,119**	**(1,554,198)**	**12,157,080**	**(1,142,039)**
Salaries and Benefits	1,337,021	1,444,972	1,622,921	1,655,839	32,918	1,658,980	3,141
Services and Supplies	93,678	55,500	120,277	141,600	21,323	141,600	–
Other Charges	6,005,465	6,077,584	6,057,000	4,982,600	(1,074,400)	4,775,600	(207,000)
Gross Appropriations	**7,436,164**	**7,578,056**	**7,800,198**	**6,780,039**	**(1,020,159)**	**6,576,180**	**(203,859)**
Intrafund Transfers							
Net Appropriations	**7,436,164**	**7,578,056**	**7,800,198**	**6,780,039**	**(1,020,159)**	**6,576,180**	**(203,859)**
Contingencies/Dept Reserves	–	–	–	–	–	–	–
Non-General Fund Reserves	8,610,218	10,702,270	7,053,119	6,519,080	(534,039)	5,580,900	(938,180)
Total Requirements	**16,046,382**	**18,280,327**	**14,853,317**	**13,299,119**	**(1,554,198)**	**12,157,080**	**(1,142,039)**
Net County Cost	–	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	8.0	8.0	8.0	8.0	–	8.0	–
Funded FTE	8.0	8.0	7.6	7.6	–	7.6	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,554,198 or 10.4 percent from the FY 2020-21 Revised Budget to the FY 2021-22 Recommended Budget due to the following changes:

Use of Money and Property
There is a net increase of $10,533 in this funding source due to higher interest revenue in the County Investment Pool.

Intergovernmental Revenues
There is a net increase of $144,000 in this funding source due to the inclusion of higher Prop 56 Tax Revenue projection.

Miscellaneous Revenue
There is a net decrease of $201,000 in this funding source due to grants ending.

Fund Balance
There is a net decrease of $1,507,731 in this funding source due to First 5 continuing to fund higher community investments than its fiscal revenue per its strategic goals for FY 2021-23.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,554,198 or 10.5 percent from the FY 2020-21 Revised Budget to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $32,918 in this expenditure category due to the inclusion of cost of living and healthcare cost increase.

Services and Supplies
There is a net increase of $21,323 in this expenditure category due to increases in Other Professional Services.

Other Charges
There is a net decrease of $1,074,400 in this expenditure category due to various grants and program extensions ending.

Contingencies/Departmental Reserves
There is net decrease of $534,039 in this expenditure category due to First 5 continues funding higher community investments than its fiscal revenue, as per First 5's strategic goals for FY 2021-23.

NET COUNTY COST

There is zero net county cost in this Department's Non-General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,142,039 or 8.6 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Use of Money and Property
There is a net decrease of $12,000 in this funding source due to lower interest revenue in the County Investment pool.

Intergovernmental Revenues
There is a net decrease of $348,000 in this funding source due to declining Prop 10 Tax Revenue projections.

Miscellaneous Revenue
There is a net decrease of $248,000 in this funding source due to various grants ending.

Fund Balance
There is a net decrease of $534,039 in this funding source due to declining Prop 10 Tax Revenue and other grants ended.

TOTAL REQUIREMENTS
Total Requirements decreased by $1,142,039 or 8.6 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $3,141 in this expenditure category due to the inclusion of cost of living increase.

Services and Supplies
There is no change in this expenditure category.

Other Charges
There is a net decrease of $207,000 in this expenditure category due to some other grants ended.

Contingencies/Departmental Reserves
There is net decrease of $938,180 in this expenditure category due to due to First 5 continues funding higher community investments than its fiscal revenue, as per First 5's strategic goals for FY 2021-23.

NET COUNTY COST
There is zero net county cost in this Department's Non-General Fund allocation.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

First 5 San Mateo County (1950B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	16,046,382	18,280,327	14,853,317	13,299,119	(1,554,198)	12,157,080	(1,142,039)
Total Requirements	16,046,382	18,280,327	14,853,317	13,299,119	(1,554,198)	12,157,080	(1,142,039)
Net County Cost	–	–	–	–	–	–	–
Salary Resolution	8.0	8.0	8.0	8.0	–	8.0	–
Funded FTE	8.0	8.0	7.6	7.6	–	7.6	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $ 7,587,158 and zero positions. Net funding adjustments in FY 2022-23 total $7,457,260 and zero positions.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(8,607,317)	(7,661,119)
Gross Appropriations	(1,020,159)	(203,859)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	7,587,158	7,457,260
Positions	–	–

2. Fund Balance Adjustment : This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	7,053,119	6,519,080
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	(534,039)	(938,180)
Net County Cost	(7,587,158)	(7,457,260)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(1,554,198)	(1,142,039)
Gross Appropriations	(1,020,159)	(203,859)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(534,039)	(938,180)
Net County Cost	—	—
Positions	—	—



SOCIAL SERVICES



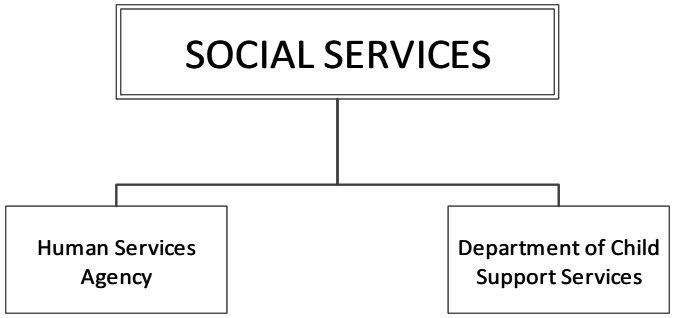


FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET


cal fresh
COUNTY OF SAN MATEO
HUMAN SERVICES AGENCY
HUMAN SERVICES AGENCY
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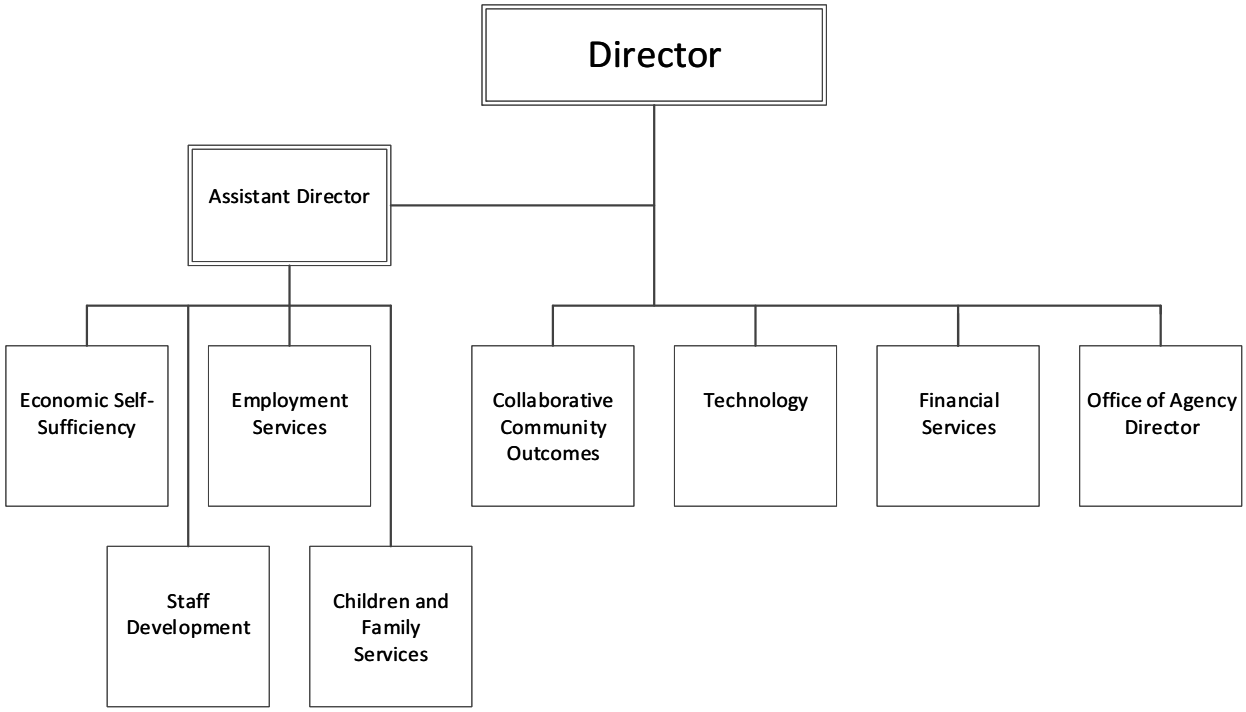



SOCIAL SERVICES
Human Services Agency
Department of Child Support Services

Social Services
FY 2021-22 and FY 2022-23
All Funds Summary

Total Requirements	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Human Services Agency	210,309,500	222,227,415	275,882,025	282,586,846	6,704,821	274,645,441	(7,941,405)
Department of Child Support Services	11,405,390	11,643,890	11,402,008	10,421,451	(980,557)	10,477,814	56,363
Total General Fund	**221,714,890**	**233,871,306**	**287,284,033**	**293,008,297**	**5,724,264**	**285,123,255**	**(7,885,042)**
Total Requirements	221,714,890	233,871,306	287,284,033	293,008,297	5,724,264	285,123,255	(7,885,042)
Total Sources	189,207,683	192,908,590	229,329,505	234,000,518	4,671,013	224,999,448	(9,001,070)
Net County Cost	32,507,207	40,962,715	57,954,528	59,007,779	1,053,251	60,123,807	1,116,028
Salary Resolution	843.0	843.0	842.0	846.0	4.0	846.0	—
Funded FTE	843.0	843.0	841.5	845.9	4.4	845.9	—

HUMAN SERVICES AGENCY



Department Locator

County > Social Services > **Human Services Agency**

Mission Statement

Enhance the well-being of children, adults, and families by providing professional, responsive, caring, and supportive service.

Overview

The Human Services Agency (HSA) is responsible for providing social services to all eligible residents in San Mateo County, including the major programs highlighted below from each branch of the agency.

- Economic Self-Sufficiency (ESS): HSA conducts eligibility determinations and assists residents in maintaining benefits for local, state, and federal programs. These programs include: health insurance coverage through Medi-Cal, nutritional assistance benefits through CalFresh, and temporary financial assistance for low-income families (CalWORKS) and individuals (General Assistance and Cash Assistance Program for Immigrants).
- Children and Family Services (CFS): CFS screens and investigates allegations of abuse and neglect. Youth and families are provided with family maintenance, family reunification, permanent placement, and adoption services. Non-minor dependents, defined as youth aged 18 to 21, are provided with transitional living, case management, and support services. CFS operates the County Short-Term Residential Therapeutic Program (STRTP), Family Resources Centers, and Independent Living Programs and partners with community-based organizations to provide services.
- Collaborative Community Outcomes (CCO): CCO administers various programs through partnerships with community-based organizations. The Center on Homelessness, the Children's Fund, Veterans Services, STEM programs, and Emergency Management are provided through this branch of the Agency. Community collaborations allow the Agency to provide effective and targeted services and support prevention and safety net programs.
- Employment Services: The CalWORKs Employment Services unit provides low-income families with job search assistance, interview and skills preparation, subsidized employment, vocational training, and adult education. The goal is to help families reach self-sufficiency. 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. The Service Connect (SC) program provides services to assist AB 109 clients (clients who were formally incarcerated) to re-integrate into the community.

During FY 2021-23, the Human Services Agency anticipates being closely involved in assisting low-income families and individuals during the recovery phase of the COVID-19 pandemic. The Agency will keep a focus on issues of racial equity in its programs, services, and staffing. It is expected that low-income residents of our county will have been disproportionately affected by the pandemic and more vulnerable to economic displacement (e.g., job loss and housing insecurity). Immigrants and individuals experiencing homelessness will likely require more services and new programs to meet emerging needs.

During the pandemic, our response to those experiencing homelessness shifted from providing services in congregate shelters to using temporary hotel rooms. In FY 2021-23, the Agency will complete efforts to make these resources a permanent part of the County response to homelessness. Securing ongoing operating funding from the state and federal levels will be required.

Department Innovations

During FY 2021-23, the Children and Family Services branch will fully implement and sustain the California Integrated Core Practices Model (ICPM). This innovative model will require enhanced staff training and coaching and the dedication of resources to ICPM core strategies. Elements of the Core Practices include diversity, equity and inclusion, trauma-informed systems, and safety organized practice. During the first year of the COVID-19 pandemic, the Employment Services branch purchased and began using Doxy.me, a telemedicine software platform that allows staff to engage with their clients in a virtual format for interviews, support, and case management. This has proved so successful that coming out of the pandemic we anticipate continuing to use this platform in a hybrid service model. This will allow staff to potentially engage

with clients who might not otherwise access or continue services in the traditional face-to-face appointment format (e.g., due to transportation, childcare, or other limitations).

Performance Measures

Percent of HSA Directors, Managers and Supervisors Who Complete Racial Equity Training With Components Appropriate to Their Leadership Role in the Agency.

This performance measure will in part demonstrate the Human Service Agency's commitment, at the leadership level, to fully understanding issues of racial equity. As leaders within the agency, they will play a key role in working with staff, clients, and the larger public on this issue. Understanding and learning to implement meaningful change within HSA and its programs will be a significant challenge given the highly regulated nature of programs and services. The data source for this measure will be the SMC Learning Management System. The initial data will be ready for reporting in April and going forward. This is an equity focused measure and disaggregated data is not needed.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of HSA Directors, Managers and Supervisors Who Complete Racial Equity Training With Components Appropriate to Their Leadership Role in the Agency.	--	--	--	50%	75%

New Measure: Prior year data is not available.

Percent of HSA Workforce by Race/Ethnicity Compared to Countywide Available Workforce.

Increasing outreach about employment opportunities to a broader applicant pool is essential so that the underutilization of minorities is improved and diversity is increased. By implementing efforts to recruit a more diverse workforce, HSA expects to improve the quality and effectiveness of its programs.

The data source will be the county and HSA Human Resources records and will be disaggregated to the extent possible and compared to a breakdown of the available workforce by race/ethnicity for reporting by April and going forward. This ongoing data comparison will allow HSA management to focus recruitment and retention efforts to ensure progress in this important area.

Percent of HSA Workforce by Race/Ethnicity Compared to Countywide Available Workforce.	White	Black or African American	American Indian or Alaska Native	Asian	Hispanic or Latino
HSA Workforce Data	17.2%	5.6%	0.5%	22.3%	34.8%

Percent of HSA Workforce by Race/Ethnicity Compared to Countywide Available Workforce.	Native Hawaiian or Other Pacific Islander	Two or More Races	Unspecified
HSA Workforce Data	2.7%	2.1%	14.7%

Percent of HSA Leadership by Race/Ethnicity Compared to Countywide Available Workforce.

Implementing recruitment and professional development efforts to support existing staff to move into leadership roles will be essential. In addition, managers who participate on panels for hiring and promotion will receive implicit bias training, and participants on the panel will reflect the diversity of the Agency.

The data source will be the county and HSA Human Resources records and will be disaggregated to the extent possible and compared to a breakdown of the available workforce by race/ethnicity for reporting by April and going forward. This ongoing data comparison will allow HSA management to focus recruitment and professional development efforts to ensure progress in this important area.

Performance Measures

Percent of HSA Leadership by Race/Ethnicity Compared to Countywide Available Workforce.	White	Black or African American	Asian	Hispanic or Latino	Native Hawaiian or Other Pacific Islander
HSA Workforce (Leadership) Data	23%	8%	25%	28%	1%
Percent of HSA leadership by Race/Ethnicity Compared to Countywide Available Workforce.	**Unspecified**				
HSA Workforce (Leadership) Data	15%				

Human Services Agency (7000D)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	10,839,720	10,116,854	12,262,357	13,470,348	1,207,991	12,470,348	(1,000,000)
Intergovernmental Revenues	129,696,822	131,561,004	164,981,432	168,752,598	3,771,166	169,336,452	583,854
Charges for Services	2,473,220	2,840,122	2,838,304	2,260,000	(578,304)	2,260,000	–
Interfund Revenue	204,322	173,215	5,000	5,000	–	5,000	–
Miscellaneous Revenue	1,371,188	1,329,685	1,603,253	1,544,174	(59,079)	1,758,233	214,059
Total Revenue	**144,585,271**	**146,020,880**	**181,690,346**	**186,032,120**	**4,341,774**	**185,830,033**	**(202,087)**
Fund Balance	33,217,022	35,243,820	36,237,151	37,546,947	1,309,796	28,691,601	(8,855,346)
Total Sources	**177,802,293**	**181,264,700**	**217,927,497**	**223,579,067**	**5,651,570**	**214,521,634**	**(9,057,433)**
Salaries and Benefits	99,133,284	106,486,117	129,790,104	131,780,021	1,989,917	132,011,517	231,496
Services and Supplies	60,269,801	64,053,529	56,553,380	58,839,713	2,286,333	52,866,018	(5,973,695)
Other Charges	51,575,738	51,176,514	61,596,304	62,251,046	654,742	62,373,933	122,887
Reclassification of Expenses	–	–	–	–	–	–	–
Fixed Assets	316,305	36,642	500,000	720,000	220,000	–	(720,000)
Other Financing Uses	1,655,217	1,918,384	2,898,190	2,546,818	(351,372)	951,525	(1,595,293)
Gross Appropriations	**212,950,345**	**223,671,186**	**251,337,978**	**256,137,598**	**4,799,620**	**248,202,993**	**(7,934,605)**
Intrafund Transfers	(26,644,604)	(27,720,411)	(2,407,855)	(2,242,353)	165,502	(2,249,153)	(6,800)
Net Appropriations	**186,305,740**	**195,950,775**	**248,930,123**	**253,895,245**	**4,965,122**	**245,953,840**	**(7,941,405)**
Contingencies/Dept Reserves	24,003,760	26,276,640	26,951,902	28,691,601	1,739,699	28,691,601	–
Total Requirements	**210,309,500**	**222,227,415**	**275,882,025**	**282,586,846**	**6,704,821**	**274,645,441**	**(7,941,405)**
Net County Cost	**32,507,207**	**40,962,715**	**57,954,528**	**59,007,779**	**1,053,251**	**60,123,807**	**1,116,028**
Salary Resolution	770.0	775.0	775.0	777.0	2.0	777.0	–
Funded FTE	770.0	775.0	775.0	777.0	2.0	777.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $5,651,570 or 2.6 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net increase of $1,207,991 in Measure K half-cent sales tax revenue mainly due to $1,000,000 for the new CuriOdyssey project; $208,175 for initiative adjustments; and $2,841 for Clarity Support due to COLA increases. This increase was partially offset by a net decrease of $3,025 due to the adjustment and alignment of initiative costs.

Intergovernmental Revenues

There is a net increase of $3,771,169 in Intergovernmental Revenues due to increases of $1,744,524 in CalFresh and $1,061,956 in CalWORKS revenue due to caseload increases; $4,081,293 increase in State Realignment due to operations costs in Children & Family Services; and a net increase of $552,714 for CalWORKs Housing Support Program reimbursement. Increases were partially offset by decreases of $2,923,000 due to the expiration of state and federal grants; $90,925 in lower reimbursement for rehabilitation services due to lower caseloads; $620,404 in reimbursement for Elysian STRTP; and $35,000 decrease in Title IVA-Emergency Assistance and AFDC-FC aid payments due to lower caseloads.

Charges for Services

There is a net decrease of $578,304 in Charges for Services due to lower reimbursement resulting from decreased production and client activity in the WorkCenter warehouse and termination of the South Bay Recycling program.

Interfund Revenue

There is no change in this funding source.

Miscellaneous Revenue

There is a net decrease of $59,079 in Miscellaneous Revenue due to lower cost recovery of $46,830 for the Foster Family Agency Program, and decreases of $50,000 in Title IVA-Emergency Assistance and $3,500 for the LifeLine Transportation Grant program. Decreases were partially offset by an increase of $36,254 due to anticipated cost recovery from program growth and $5,000 for Children & Family Services prevention and intervention services.

Fund Balance

There is a net increase in Fund Balance of $1,309,796 mainly due to delayed completion of facilities projects and one-time projects.

TOTAL REQUIREMENTS

Total Requirements increased by $6,704,821 or 2.4 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,989,917 in this expenditure category due to COLA and step increases, and the addition of regular, term, and extra help positions to meet workload and operational needs.

Services and Supplies

There is a net increase of $2,286,333 in Services and Supplies due to new contracts related to technology solutions, document migration, and facilities projects as well as inter-agency agreements, including implementation of the Family Urgent Response System, Child Psychiatrist MOU with BHRS, and CalWORKs HSP contract costs. These increases were partially offset by a reduction in grant-funded services contracts as a result of the expiration of state funding. The balance of the changes are adjustments to meet budget targets.

Other Charges
There is a net increase of $654,742 in Other Charges, mainly due to an $885,094 increase in facility rental costs to meet the needs of the County's homeless population and $381,618 for Foster Care aid payments. This increase was partially offset by a decrease of $395,979 for telephone and automation charges; the balance of the changes are adjustments to meet budget targets.

Fixed Assets
There is a net increase of $220,000 in Fixed Assets due to the addition of one-time purchases for appliances and equipment needs related to client-facing services in HSA facilities.

Other Financing Uses
There is a net decrease of $351,372 in Other Financing Uses, mainly due to a $398,052 reduction of grant-funded facility improvement costs. This decrease was partially offset by an increase of $83,914 in additional facility charges and adjustments to surcharges.

Intrafund Transfers
There is a net decrease of $165,502 in Intrafund Transfers mainly due to the elimination of Teaching Pro-Social Skills reimbursement as the grant has expired. This decrease was partially offset by an increase of $12,569 due to moderate growth in planned VRS business activity and other budgeted adjustments in anticipated expense transfers.

Contingencies/Departmental Reserves
There is net increase of $1,739,699 in Contingencies/Departmental Reserves due to lower than anticipated expenditures. The balance in General Fund Reserves represents 11.3 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST
There is an increase of $1,053,251 or 1.8 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $ 9,057,433 or 4.1 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is a net decrease of $1,000,000 in Measure K half-cent sales tax revenue due to the removal of a one-time project.

Intergovernmental Revenues
There is a net increase of $583,854 in Intergovernmental Revenues due to an increase of $394,901 in Medi-Cal payments to adjust alignment with allocation; $283,041 in state funding to serve the homeless population; and $210,893 in Title IV-E reimbursement. This increase was partially offset by a decrease of $107,711 due to lower reimbursement for rehabilitation services as a result of lower caseloads and adjustments in state and federal cost recovery commensurate with anticipated claimable expenditures.

Miscellaneous Revenue
There is a net increase of $214,059 in Miscellaneous Revenue due to a modest increase in projected VRS work center charges.

Fund Balance

There is a net decrease of $8,855,346 in Fund Balance due to the completion of one-time projects and purchases funded by Fund Balance in FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements decreased by $7,941,405 or 2.8 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $231,496 in Salaries and Benefits due to salaries and benefits adjustments. This increase was partially offset by a decrease in Extra Help use.

Services and Supplies

There is a net decrease of $5,973,695 in Services and Supplies due to the completion of one-time facility and automation projects, as well one-time contracts. This decrease was partially offset by an increase in inter-agency agreements.

Other Charges

There is a net increase of $122,887 in Other Charges mainly due to rents and leases and service charge increases agency-wide.

Other Financing Uses

There is a net decrease of $1,595,293 in Other Financing Uses due to the reduction of $1,600,000 for a facility renovation project that is expected to be completed by the end of FY 2021-22; the balance of the changes are adjustments to Debt Service and 10 percent surcharge.

Intrafund Transfers

There is a net increase of $6,800 in Intrafund Transfers due to Elysian salaries and benefits costs.

Contingencies/Departmental Reserves

There is no net change in Contingencies/Departmental Reserves due to the anticipated completion of projects. The balance in General Fund Reserves represents 12 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST

There is an increase of $1,116,028 or 1.9 percent in this 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

Provide strategic leadership and efficiently manage administrative support in HSA

Program Results

The Agency Administration and the Office of the Agency Director (OAD) consist of units that provide maintenance of information and data systems, financial services, staff development, facilities oversight, records management, fraud investigations, and fair hearings for all program areas.

During this unprecedented pandemic year, Staff Development and Technology Services (SDTS) has been focused on ensuring that policies and procedures, training, quality assurance, and technology support are efficiently managed for all Agency staff. Policies and procedures were updated to comply with changing state, federal, and local regulations in support of pandemic relief. Training curriculum was modified for online learning. Technology services provided critical support to staff as the Agency moved to telework. In collaboration with Information Services Department, SDTS distributed 328 laptops and provided over 630 staff with remote access capabilities. With the help of the Office of Sustainability Grant, SDTS distributed 1,382 pieces of telework equipment. In FY 2021-23, SDTS will focus its efforts on implementing a new statewide eligibility determination system, CalSAWS. This two-year implementation effort requires coordination across the Agency, as well Information Services Department, community-based partners, and statewide project teams.

The Financial Services Branch has expanded its ability to work in a virtual environment by moving to mobile devices, providing remote access to all fiscal staff, and adding Adobe Acrobat software to improve the ability to quickly move data and expand fiscal oversight. Financial Services continues to update its financial tools by expanding existing internal databases to enhance financial reporting, budget development, and monitoring; track revenue allocations; and enhance the claiming process. Moving into FY 2021-22, Financial Services will be transitioning two antiquated claiming databases into a new state system that will enhance data collection and result in enhanced analysis.

Overpayment, Fraud Investigations, and Fair Hearings units will be focused on preparing for the CalSAWS implementation.

Performance Measures

Percent of HSA Workforce That Complete Racial Equity Training

Racial equity training is a strategy intended to build individuals and groups capacity to understand structural racism, practice analyzing and applying, and build confidence and skills to act individually and collectively. This performance measure will, in part, demonstrate the Agency's commitment to fully understanding racial equity as we work with each other and as we deliver various services to the San Mateo County residents. We will work collaboratively with our training partners such as UC Davis, UC Berkeley as well as our neighboring bay area counties to identify training curriculum that would address racial equity and increase awareness for our staff. The Agency acknowledges that while it is an important component of a comprehensive effort, training should not be confused with doing the work itself. The Agency will continue to develop initiatives that will seek to eliminate racial inequity in the work that we do both internally and as a service to our residents.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of HSA Workforce That Complete Racial Equity Training	__	__	50%*	65%	80%
New Measure: Prior year data is not available					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Office of Agency Director (7010B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	28,693,289	27,688,659	27,503,203	30,688,005	3,184,802	27,700,659	(2,987,346)
Total Requirements	26,152,327	25,627,926	27,030,719	30,817,953	3,787,234	27,855,356	(2,962,597)
Net County Cost	(2,540,962)	(2,060,733)	(472,484)	129,948	602,432	154,697	24,749
Salary Resolution	95.0	93.0	92.5	94.5	2.0	94.5	–
Funded FTE	95.0	93.0	92.5	94.5	2.0	94.5	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $602,432. Net funding adjustments in FY 2022-23 total $24,177.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(27,387,490)	(30,572,292)
Gross Appropriations	(939,811)	(2,963,169)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(25,845,247)	(27,584,946)
Net County Cost	602,432	24,177
Positions	–	–

2. Staff Security Enhancement Projects: This action reappropriates and adds funding in FY 2021-22 to enhance staff security and work environment. This project will increase staff security in client interaction areas such as lobby and reception areas, as well as providing permanent barriers that will reduce the spread of airborne illnesses such as COVID at all of our reception desks. It will also create healthier work environments to help improve employee work performance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	642,000	—
Gross Appropriations	642,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Fixed Assets: This action reappropriates funding in FY 2021-22 for potential fixed assets and equipment needed during the year.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	250,000	—
Gross Appropriations	250,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Fund Balance Adjustment: This action reappropriates Fund Balance in FY 2021-22 from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	27,584,946	27,584,946
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	27,584,946	27,584,946
Net County Cost	—	—
Positions	—	—

5. Accountant II: This action adds one Accountant II position to Financial Services in FY 2021-22 to support the additional workload that will be generated through the new projects related to homeless services. As new hotels are purchased by the County for individuals experiencing homelessness in non-congregate sites, there will be a corresponding need for support from Financial Services to process related contracts and invoices. The position cost is transferred to program units including Economic Self Sufficiency, Employment Services, and Children and Family Services for providing administrative services to support programs.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	286
Intrafund Transfers	–	–
Net County Cost	–	286
Positions	1	–

6. Information Services Project Manager I: This action adds one IS Project Manager I position in FY 2021-22 to Technology Services. This position would satisfy the current need of the department for a position to manage IT projects and communicate between branches and with outside vendors, make recommendations, negotiate and monitor contracts. The position cost is transferred to program units including Economic Self Sufficiency, Employment Services, and Children and Family Services for providing administrative services to support programs.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	286
Intrafund Transfers	–	–
Net County Cost	–	286
Positions	1	–

7. Data Center Relocation: This action appropriates funding in FY 2021-22 to move the state internet connection currently located at Harbor Building C to a county owned building with a generator.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	500,000	—
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

8. Information Technology Automation Projects: This action adds appropriation in FY 2021-22 to support automation of a number of manual processes within the financial services operations. This project will automate contract monitoring, position control reports, and revenue projections. It will also help create an ad hoc reporting system that can merge data from various databases in order streamline the reporting process and create efficiencies.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	310,000	—
Gross Appropriations	310,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

9. Invoice Tracking Solution: This action adds appropriation in FY 2021-22 to support automation of invoice tracking and processing. This project streamlines the invoice tracking process by allowing invoices to be scanned and timestamped. It also extracts invoice content into the system so information can be tracked electronically creating an automated workflow that minimized invoice processing and provide transparency and efficiency.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	466,000	—
Gross Appropriations	466,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

10. Conversion of Office Specialist to Human Svcs Analyst II: This action deletes 100 percent of an Office Specialist in FY 2021-22 from Staff Development. This position will be converted to a a Human Services Analyst II due to changes in branch needs in order to better support Staff Development operations. The difference in position cost is transferred to program units including Economic Self Sufficiency, Employment Services, and Children and Family Services for providing administrative services to support programs.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

11. Care and Shelter Extra Help: This action adds 8 Extra Help positions in FY 2021-22 as an extension of the existing HSA emergency response activities. These positions will provide support to all Care and Shelter operations that require 24/7 oversight and availability.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	819,346	–
Gross Appropriations	819,346	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	3,184,802	(2,987,346)
Gross Appropriations	2,047,535	(2,962,597)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	1,739,699	–
Net County Cost	602,432	24,749
Positions	2	–

Economic Self-Sufficiency (7220B)

Program Locator

County > Social Services > Human Services Agency > **Economic Self-Sufficiency**

Program Outcome Statement

Provide healthcare coverage, nutritional assistance, and temporary financial assistance to low-income San Mateo County residents

Program Results

Economic Self-Sufficiency (ESS) currently maintains benefits for nearly 150,000 individuals or approximately one out of every six San Mateo County residents. Individuals and families who receive public assistance rely on these benefits to access medical care, purchase food, pay for necessities, and secure or retain housing. In the Bay Area, where housing and cost of living expenses are the highest in the nation, public assistance benefits are critical to maintain the health and safety of low-income residents.

The mission of ESS is to provide efficient, effective, and accurate benefits and to deliver services with courtesy and respect. ESS continues to utilize diverse strategies to meet that goal. The COVID-19 pandemic necessitated pioneering operational changes to deliver services without disruption. For example, ESS expanded the use of technology to limit in-person interactions; now, phone interviews and electronic signatures provide applicants a way to comply with program requirements without compromising safety.

In FY 2021-23, ESS looks forward to implementing the CalFresh Restaurant Meals Program (RMP). RMP provides CalFresh recipients who are aged, disabled, or homeless the option to purchase prepared meals at approved, participating restaurants within the county. This innovative program provides nutritious meals to residents who may have difficulty storing or preparing food. Additionally, the program supports the county's economy and local business owners. In 2020, the CalFresh program provided recipients over $50 million dollars in food purchasing power. Currently, San Mateo is only one of 18 California Counties approved to operate this program.

Looking forward, ESS will continue to focus on its primary goal of determining eligibility and aiding all eligible county residents. To better achieve this goal, ESS will provide targeted outreach, with a focus on equity, to ensure all residents have access to the assistance they need to live a safe, healthy, and prosperous life.

Performance Measures

Number of Disadvantaged SMC Residents Receiving Targeted Outreach

Equity measures are imperative to move society to a more even distribution of resources and opportunities. Public benefits programs provide the most basic of resources - health care and food. Long-standing structural barriers make it more difficult for specific populations to apply for and receive public benefits. Targeted outreach will increase program access for populations that are disadvantaged. Examples of disadvantages (barriers) that occur more often in minority race populations include Immigration status, limited English language proficiency, mental or physical disability, homelessness, multiple-family households, residency in neighborhoods with limited access to public assistance, and deep poverty (compounded by associated transportation and technology barriers). ESS seeks to support equity in SMC by providing targeted outreach services to individuals with the previously ascribed barriers. Assisting eligible residents gain access to these benefits supports a healthy, safe, and prosperous life for individual residents and the community as individuals receiving assistance have the resources they need to get medical care and eat. Benefits received are expended locally, which supports SMC's economy, and specifically supports health practitioners, farmers, and grocers. The community also benefits from the reduction of illness and transmissible disease, homelessness, and the crime that can occur from desperation caused by lack of resources. Challenges include: identifying and tracking ethnic/racial recipient demographics as State programs do not currently require recipient reporting, conducting in-person Outreach with COVID-19 limitations, and myths and fears of government programs held by the target population.

Currently, 7220B assistance programs do not require recipients to report race/ethnicity; applicants can report optionally, but because minorities are sometimes fearful of government tracking, they are less likely to report. This presents a barrier to accurate tracking of enrollees. Additionally, the number of total ongoing recipients fluctuates due to economic factors, which complicates the accuracy of tracking enrollment numbers. For example, enrollments of a specific population may increase or decrease because of a change in economy versus a change in outreach. The desired result of this measure is to increase access to Medi-Cal and CalFresh to disadvantaged populations. ESS will run a report at the beginning and end of the fiscal year to see if there is a change in optionally reported race/ethnicity. However, since that number is influenced by other factors, tracking the number who receive targeted outreach is a better indicator of ESS performance.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Disadvantaged SMC Residents Receiving Targeted Outreach	--	--	--	500	625
New Measure: Prior year data is not available.					

Performance Measure	Limited English Proficiency	Immigration Status	Homeless	Overcrowded Housing	Disability
Number of Disadvantaged SMC Residents Receiving Targeted Outreach by Disadvantaged Group	--	--	--	--	--

Performance Measure	Impoverished
Number of Disadvantaged SMC Residents Receiving Targeted Outreach by Disadvantaged Group	--
New Measure: Data will begin to be collected in FY 2021-22	

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Economic Self-Sufficiency (7220B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	61,859,534	67,604,429	65,412,167	67,883,158	2,470,991	66,203,149	(1,680,009)
Total Requirements	71,360,757	75,882,069	83,707,718	85,102,185	1,394,467	84,005,711	(1,096,474)
Net County Cost	9,501,224	8,277,639	18,295,551	17,219,027	(1,076,524)	17,802,562	583,535
Salary Resolution	368.0	367.0	369.0	369.0	–	369.0	–
Funded FTE	368.0	367.0	369.0	369.0	–	369.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY2021-22 and FY 2022-23, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($1,111,543). Net funding adjustments in FY 2022-23 total $583,535.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	236,551	(1,680,009)
Gross Appropriations	(874,992)	(1,096,474)
Intrafund Transfers	–	–
Net County Cost	(1,111,543)	583,535
Positions	–	–

2. CalSAWS Planning and Development: This action reappropriates funding in FY 2021-22 for planning, development and preparation for the CalSAWs migration (replacement for current CalWIN System) in the form of a contract for project management and consultation.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	350,000	—
Gross Appropriations	350,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. ESS - Share of Admin Cost: This action adds funding in FY 2021-22 for Economic Self Sufficiency's share of cost related to increase in salary and benefits of positions added to the administrative unit to better align with operational needs of the agency.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	143,253	—
Gross Appropriations	174,699	—
Intrafund Transfers	—	—
Net County Cost	31,446	—
Positions	—	—

4. ESS - Share of Admin Cost-Human Svcs Analyst II: This action adds funding in FY 2021-22 for Economic Self Sufficiency's share of cost related to a Human Services Analyst II position in the administrative unit (Staff Development) to better align with operational needs of the agency.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	16,277	—
Gross Appropriations	19,850	—
Intrafund Transfers	—	—
Net County Cost	3,573	—
Positions	—	—

5. CalSAWS Document Migration: This action appropriates funding in FY 2021-22 to assist in the implementation of CalSAWS for eligibility determination. HSA will be required to move documents/images from our current imaging system (which is external to CalWIN) into the new CalSAWS system. Hundreds of thousands of documents need to be transferred to ensure that case files remain intact and we do not lose any client level information.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	160,000	–
Gross Appropriations	160,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

6. ESS Phones: This action appropriates funding in FY 2021-22 for a phone solution for Benefits Analysts, who are working from home, to communicate with clients. HSA is seeking to find a secure means for voice-to-voice communication as Benefit Analysts work remotely. Additionally, there is continued need for a solution to capture electronic signatures.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	100,000	–
Gross Appropriations	100,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

7. Fixed Assets: This action reappropriates funding in FY 2021-22 for potential fixed assets and equipment needed during the year.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	125,000	–
Gross Appropriations	125,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

8. Service Center Phone Solution: This action appropriates funding in FY 2021-22 to increase the ability of our Service Center staff to work from home and to ensure their health and safety. The Avaya Blue solution needs to be upgraded as the Service Center has encountered several issues that have impacted their ability to respond to call from San Mateo County residents for public service assistance. ISD and BSG have partnered to provide a temporary solution. However, a more permanent solution needs to be put in place in order to address the issues encountered when responding to calls remotely.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	400,000	–
Gross Appropriations	400,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

9. Staff Security Enhancement Projects: This action reappropriates and adds funding in FY 2021-22 to enhance staff security and work environment. This project will increase staff security in client interaction areas such as lobby and reception areas, as well as providing permanent barriers that will reduce the spread of airborne illnesses such as COVID at all of our reception desks. It will also create healthier work environments to help improve staff's work performance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	939,910	–
Gross Appropriations	939,910	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	2,470,991	(1,680,009)
Gross Appropriations	1,394,467	(1,096,474)
Intrafund Transfers	–	–
Net County Cost	(1,076,524)	583,535
Positions	–	–

Aid Payments (7240B)

Program Locator

County > Social Services > Human Services Agency > **Aid Payments**

Program Outcome Statement

Improve the economic self-sufficiency of impoverished adults

Program Results

This budget unit is comprised of County Programs (General Assistance (GA), CalFresh Employment & Training (CFET)) and Welfare Aid Payments (Cash Program for Immigrants (CAPI) and CalWORKs (CW)).

GA provides financial assistance to low-income adults who fall below established property and income limits. The standard GA grant is $550. The Human Services Agency (HSA) aided 521 GA recipients in FY 2019-20. The CFET program, which is facilitated by Vocational Rehabilitation Services, provides hands-on work experience and job training to adults with barriers to employment. Participants gain skills while employers receive onsite services. The CFET program trained 19 GA clients in FY 2019-20.

As part of the federal Temporary Assistance to Needy Families program, CalWORKs provides supplemental cash assistance to eligible, needy families with minor children. The standard grant for a household of three is $878. The program also provides parents with employment and supportive services, which are designed to facilitate self-sufficiency. HSA aided 2,712 CalWORKs recipients in FY 2019-20. CAPI supports legal immigrants who are disabled. In FY 2019-20 the CAPI program aided 422 SMC residents. The standard grant is $955. These families have little or no cash and are in need of assistance for housing, food, utilities, and basic needs.

The Economic Self-Sufficiency (ESS) branch of HSA currently administers these programs. In FY 2021-23, ESS will continue to focus on determining eligibility and aiding all eligible SMC residents. To better achieve this goal, the CAPI program will be implementing new, broader outreach efforts to ensure all eligible residents are aware of the program. Additionally, ESS will modernize the GA program, updating client service methods and business processes to ensure GA recipients receive superior customer service. Lastly, ESS looks forward to offering enhanced advocacy services to disabled GA clients to support their pursuit of Social Security benefits.

Performance Measures

Number of General Assistance (GA) Recipients Successfully Transitioned to Social Security Income

Equity measures are necessary to move society to a more even distribution of resources and opportunities. General Assistance (GA) provides temporary cash assistance for indigent adults to provide base/emergency economic support. Approximately two-thirds of GA recipients are unable to work due to a long-term mental or physical disability. ESS assists these clients in applying for and obtaining Social Security Administration (SSA) benefits. Individuals benefit from this as SSA benefit amounts are higher, long-term, and provide health coverage and vocational training programs.

Long-standing structural barriers make it more difficult for some individuals to apply for benefits. Examples of barriers that occur more often in minority race populations include Limited English proficiency (forms and information being provided mostly in English; limited interpretation services; comprehension difficulties for individuals with limited English proficiency, misunderstandings due to communication/terminology differences); cultural bias; and access barriers due to limited transportation and/or technology.

ESS seeks to support equity in SMC by providing SS Advocacy Service to GA clients and tracking associated race/ethnicity data to identify and better serve populations having the most difficulty transitioning to SSA income. Assisting eligible residents gain access to these benefits supports a healthy, safe, and prosperous life for individual residents and the community. Individuals receiving assistance have the resources they need to get medical care and pay for basic necessities of life such as shelter and clothing. Benefits received are spent locally, supporting the SMC economy/businesses, including health practitioners, property owners, and retailers. The community also benefits from the reduction of illness and transmissible disease, homelessness, and the crime born from desperation/lack of resources. Challenges include: Identifying and tracking prior ethnic/racial recipient demographics, as State programs do not require recipient reporting. ESS is working with the advocacy vendor and creating internal tracking to ensure the relevant recipient data is collected. This reporting system will be in place by July 1, 2021.

Performance Narrative	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of General Assistance (GA) Recipients Successfully Transitioned to Social Security Income	--	--	--	25	30
New Measure: Prior year data is not available					

Performance Measure	Hispanic	White	Black	Native American/ Alaskan	Asian
Number of General Assistance (GA) Recipients Successfully Transitioned to Social Security Income by Race/Ethnicity	--	--	--	--	--
Performance Measure's Disaggregated Data for FY 2020-21 Estimate	**Other/Mixed**	**Unknown**			
Number of General Assistance (GA) Recipients Successfully Transitioned to Social Security Income by Race/Ethnicity	--	--			
New Measure: Data will begin to be collected in FY 2021-22					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Aid Payments (7240B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	13,376,792	10,426,791	17,108,244	16,108,244	(1,000,000)	16,108,244	—
Total Requirements	11,652,846	12,938,453	22,306,708	21,306,708	(1,000,000)	21,306,708	—
Net County Cost	(1,723,945)	2,511,662	5,198,464	5,198,464	—	5,198,464	—

1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,000,000)	—
Gross Appropriations	(1,000,000)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(1,000,000)	—
Gross Appropriations	(1,000,000)	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

Employment Services (7320B)

Program Locator

County > Social Services > Human Services Agency >**Employment Services**

Program Outcome Statement

Provide employment opportunities, connect clients to support services, and promote family stability

Program Results

Employment Services serves San Mateo County residents who are economically disadvantaged, justice-involved, unsheltered/homeless, or have other barriers to employment. CalWORKs Employment Services is focused on assisting the Welfare to Work population, and Service Connect serves populations identified as AB 109 or Unified Re-entry. Employment plays a critical role in supporting self-sufficiency. It promotes social acceptance and integration into the community and gives individuals a sense of purpose, self-esteem, and self-worth. The positive connections through employment assist in developing a stronger community and reduce recidivism. The ability to be independent and self-providing establishes a healthy role model for families.

Employment Services served 924 clients in FY 2019-20. This number decreased due to the pandemic. The CalWORKs population received exemption status from the state allowing families to remain safely sheltered at home and to assist in homeschooling. The Service Connect population was challenged with early releases from the institutions with limited access to the right to work documents. Despite these challenges, 226 clients entered unsubsidized employment, and 107 entered subsidized training sites.

Employment Services is focused on the recovery efforts of the economic impacts due to the pandemic. Employment Services is providing support services such as housing, child care, food security, clothing, and assistance navigating access to medical care. The unemployment rate increased from two to 12 percent, creating job insecurity for clients; Employment Services is exploring new training programs and worksites to increasing employability.

Employment Services launched innovative technology solutions such as interactive appointments similar to the telehealth model to keep connected to individuals. Employment Services continues to search for solutions that enhance services to the community by creating new access points to client support. Creating an app will allow 24/7 access to resources, and a virtual help desk will support clients in need of job search assistance.

Performance Measures

Number of Clients Served by Employment Services

The clients served disaggregated by race/ethnicity highlights disparities in the community based on the need to access public assistance aid programs and an increased connection to criminal behavior. Disparity in the community for low-income and/or justice-involved adults has been a longstanding concern that has garnered the attention of Federal, State, and local agencies, as a key priority to address. This data set, in particular, helps demonstrate where the agency can focus outreach efforts in the community, as well as target culturally relevant training content to educate employment staff, partner agencies and leadership.

Based on the data for this performance measure, we can conclude that there is a disproportionate amount of Black and Hispanic/Latino individuals associated with employment services related to public assistance and/or justice involvement in San Mateo County. Low-income adults in need of public assistance employment supports are overrepresented in the Hispanic/Latino and Black categories by approximately 10%. Justice-involved adults in need of employment supports are overrepresented in the Hispanic/Latino by 11%, where Blacks are overrepresented by 18%. By comparison, the White and Asian individuals are underrepresented by the same comparative data. This conclusion is based on the comparative Census data for San Mateo County.

This specific performance measure allows the agency to drill down to the specific populations with a higher need for services to determine gaps in outreach to populations not served who may benefit from employment supports. More critical is the need to understand the overrepresented populations. Employment Services will focus efforts on more effective data analysis and the connection to the referral source to understand the disparity in data. The use of the data can assist Employment Services to focus outreach and education efforts in targeted communities and amongst the referring partner agencies.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Clients Served by Employment Services	863	924	736	800	850

Performance Measure	White	Black	Native American	Asian	Pacific Islander
Number of SMC Works Clients Served by Race/Ethnicity	17%	12%	0%	8%	8%
Number of Service Connect Clients Served by Race/Ethnicity	33%	20%	8%	8%	1%

Performance Measure	Hispanic/ Latino
Number of SMC Works Clients Served by Race/Ethnicity	35%
Number of Service Connect Clients Served by Race/Ethnicity	36%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Employment Services (7320B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	14,560,524	14,120,505	19,593,913	19,767,234	173,321	19,675,823	(91,411)
Total Requirements	15,872,669	16,979,710	22,121,440	22,232,570	111,130	22,194,347	(38,223)
Net County Cost	1,312,146	2,859,205	2,527,527	2,465,336	(62,191)	2,518,524	53,188
Salary Resolution	53.0	54.0	54.0	54.0	–	54.0	–
Funded FTE	53.0	54.0	54.0	54.0	–	54.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($82,036). Net funding adjustments in FY 2022-23 total $53,188.

There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(221,545)	(404,746)
Gross Appropriations	9,754	(38,223)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(313,335)	(313,335)
Net County Cost	(82,036)	53,188
Positions	–	–

2. ES - Share of Admin Cost: This action adds funding in FY 2021-22 for Employment Services' share of cost related to increase in salary and benefits of positions added to the administrative unit to better align with operational needs of the agency.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	34,591	—
Gross Appropriations	52,411	—
Intrafund Transfers	—	—
Net County Cost	17,820	—
Positions	—	—

3. ES - Share of Admin Cost-Human Svcs Analyst II: This action adds funding in FY 2021-22 for Employment Services' share of cost related to a Human Services Analyst II position in the administrative unit (Staff Development) to better align with operational needs of the agency.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	3,930	—
Gross Appropriations	5,955	—
Intrafund Transfers	—	—
Net County Cost	2,025	—
Positions	—	—

4. Staff Security Enhancement Projects: This action reappropriates and adds funding in FY 2021-22 to enhance staff security and work environment. This project will increase staff security in client interaction areas such as lobby and reception areas, as well as providing permanent barriers that will reduce the spread of airborne illnesses such as COVID at all of our reception desks. It will also create healthier work environments to help improve staff's work performance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	43,010	—
Gross Appropriations	43,010	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

5. Child Care Reserves: This action appropriates Child Care reserves and fund balance in FY 2021-22 and FY 2022-23 based on projected year-end fund balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	313,335	313,335
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	313,335	313,335
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	173,321	(91,411)
Gross Appropriations	111,130	(38,223)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(62,191)	53,188
Positions	—	—

Vocational Rehab Services (7330B)

Program Locator

County > Social Services > Human Services Agency > **Vocational Rehab Services**

Program Outcome Statement

Increased access to skill development and employment for individuals with barriers

Program Results

Vocational Rehabilitation Services (VRS) serves San Mateo County residents with barriers to employment, including people with disabilities (psychiatric, learning, and/or physical), justice-involved, and unsheltered/homeless. Employment plays a critical role in promoting recovery. It promotes social acceptance and integration into the community and gives individuals a sense of purpose, self-esteem, and self-worth. Work also reduces poverty and dependence, enabling people to become independent and self-sustaining, have more choices and opportunities, and live independently. It also improves clinical outcomes, including reducing symptoms of a person's mental illness, and reduces the need for other services.

VRS served 597 clients in FY 2019-20. This number decreased due to the pandemic. The Department of Rehabilitation, CalWORKs, Service Connect, BHRS, and other referral sources experienced decreased numbers of clients in need of assessments, vocational counseling, or work training sites during the past year. Although the referrals numbers were lower, 86 clients entered unsubsidized employment, and 320 entered subsidized training sites.

VRS is focused on enhancing training programs that increase skill development. The pandemic created opportunities for clients to experience new skills as training programs were modified. Catering Connection and WorkCenter programs adjusted business practices creating new operational norms in packaging and assembling and, through the use of updated equipment, providing new skill development opportunities. VRS increased work training sites providing greater opportunities for clients to interact independently in customer service and administrative capacity. VRS continues to explore additional training and skills development opportunities leading to employment.

VRS launched innovative technology solutions such as interactive appointments similar to the telehealth model to keep connected to individuals. The new technology introduces clients to current technology practices in the community in a safe and supportive manner. VRS continues to be committed to creating new training programs and work sites for clients to enhance skill development leading to employment.

Performance Measures

Number of Clients Served by Vocational Rehabilitation Services (VRS)

The clients served disaggregated by race/ethnicity highlights disparities in those served by VRS who have barriers to employment. Disparity in the community for those with barriers such as mental health, physical disability, homelessness or other barriers has been a key priority to address for San Mateo County. This data set, in particular, helps demonstrate where the agency can focus outreach efforts in the community, as well as target culturally relevant training content to educate employment staff, partner agencies, and leadership.

Based on the data for this performance measure, we can conclude that there is a disproportionate number of Black individuals associated with a barrier to employment. VRS is a referral-based program, and Black individuals are overrepresented by 10% in need of employment supports. By comparison, the White and Asian individuals are underrepresented by the same comparative data. This conclusion is based on the comparative Census data for San Mateo County.

This specific performance measure allows the agency to drill down to the specific populations with a higher need for services to determine gaps in outreach to populations not served who may benefit from employment supports. More critical is the need to understand the overrepresented populations as the higher representation may be reflected in the demographics of referring programs. Vocational Rehabilitation Services will focus efforts on more effective data analysis and the connection to the referral source to understand the disparity in data. Use of the data can assist VRS to focus outreach and education efforts in targeted communities and amongst the referring partner agencies. Additionally, this is an opportunity to increase understanding related to disabilities and the cultural norms to seek assistance.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Clients Served by Vocational Rehabilitation Services (VRS)	656	597	560	585	615

Performance Measure	White	Black	Native American	Asian	Pacific Islander
Number of Clients Served by Vocational Rehabilitation Services (VRS) by Race/Ethnicity	31%	12%	1%	10%	3%

Performance Measure	Hispanic/ Latino
Number of Clients Served by Vocational Rehabilitation Services (VRS) by Race/Ethnicity	21%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Vocational Rehab Services (7330B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	3,376,219	3,905,807	4,109,229	4,339,997	230,768	3,399,777	(940,220)
Total Requirements	5,425,693	5,304,011	6,718,796	6,926,745	207,949	6,064,380	(862,365)
Net County Cost	2,049,474	1,398,205	2,609,567	2,586,748	(22,819)	2,664,603	77,855
Salary Resolution	35.0	35.0	34.0	34.0	–	34.0	–
Funded FTE	35.0	35.0	34.0	34.0	–	34.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($22,819). Net funding adjustments in FY 2022-23 total $77,855.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(794,232)	(940,220)
Gross Appropriations	(829,620)	(862,365)
Intrafund Transfers	12,569	–
Net County Cost	(22,819)	77,855
Positions	–	–

2. Fixed Assets: This action reappropriates funding in FY 2021-22 for fixed asset equipment for the County's Vocational Rehabilitation Services program.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	125,000	–
Gross Appropriations	125,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

3. VRS Culinary Classroom Build-out: This action adds funding in FY 2021-22 to create a VRS training facility at 550 Quarry Road in San Carlos to teach commercial culinary skills to county residents receiving VRS services. The second kitchen would expand the culinary training in partnership with the community college. Needs include sheet rock repair, addition of a cloud or drop ceiling, addition of a drain and water line, and power supply and flooring to meet environmental inspection.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	500,000	—
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. VRS Culinary Classroom Equipment: This action adds funding in FY 2021-22 to purchase and equip the new VRS training facility at 550 Quarry Road in San Carlos to teach commercial culinary skills to county residents receiving VRS services. This equipment will be used in the hands-on training environment and will complement the partnership with the community college to provide an accredited college course in culinary services. This equipment is essential to demonstrate applied knowledge of the curriculum.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	70,000	—
Gross Appropriations	70,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

5. Staff Security Enhancement Projects: This action adds funding in FY 2021-22 to enhance staff security and work environment. This project will increase staff security in client interaction areas such as lobby and reception areas, as well as providing permanent barriers that will reduce the spread of airborne illnesses such as COVID at all of our reception desks. It will also create healthier work environments to help improve employee work performance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	330,000	—
Gross Appropriations	330,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	230,768	(940,220)
Gross Appropriations	195,380	(862,365)
Intrafund Transfers	12,569	—
Net County Cost	(22,819)	77,855
Positions	—	—

Children and Family Services (7420B)

Program Locator

County > Social Services > Human Services Agency > **Children and Family Services**

Program Outcome Statement

Ensure the safety, permanence, and well-being of children throughout San Mateo County

Program Results

Children and Family Services (CFS) provides a broad range of mandated and non-mandated child welfare services for children and individuals up to 21 years of age, their families, and resource family providers. This includes a 24-hour child abuse hotline and child abuse investigations; the provision of services to safely maintain, reunify, and strengthen families; and the provision of permanency (guardianship or adoptions) related services for those youth who are unable to safely return home. CFS has engaged in several strategies to keep youth safe, reduce their out-of-home placement, and increase permanency outcomes for youth. These strategies include expanding visitation support, creating a robust Child and Family Team (CFT) program, implementing the Child and Adolescent Needs and Strengths (CANS) assessment, investing in concurrent planning efforts, and increasing the number of resource family homes in the county. A few of the outcomes of these strategies, for FY 2018-19 and FY 2019-20, include approval of 91 resource family home applications and 283 Child and Family Team meetings held. CFS continuously strives to improve services for our youth and in FY 2021-23, will focus on several priority areas, such as: continuing to operate the Short-Term Residential Treatment Program (STRTP) in accordance with the Continuum of Care Reform (CCR); hiring additional Psychiatric Social Workers to ensure that eligible youth receive timely Children and Family Team (CFT) meetings; improving the utilization of data from an equity lens to develop creative and impactful solutions that address racial disparity in the child welfare system; implementing key state and federal initiatives including the Integrated Core Practice Model (ICPM) and the Family First Prevention Services Act (FFPSA); and increasing the percentage of youth who are placed with relatives or non-relative extended family members.

Performance Measures

Rate of Allegations Substantiated per 1,000 Children Disaggregated by Race/Ethnicity

The substantiated rate of child abuse/neglect allegations disaggregated by race/ethnicity highlights disparities in public child welfare involvement by particular populations. Disparity in the child welfare system has been a longstanding historical issue that has garnered the attention of Federal, State, and local agencies, as a key priority to address. This data set in particular helps demonstrate where the agency can focus prevention based efforts in the community, as well as target culturally relevant training content for child welfare staff and leadership.

Based on the data for this performance measure, we can conclude that there is a disproportionate amount of Black, Native American and Latino children with substantiated allegations in San Mateo County. There has been a decrease in the substantiation rates for Blacks and Native Americans since FY18-19 and increases (although minor in some categories) for the Whites, Latinos and Asian/Pacific Islander groups.

Considerations:

- Black children account for 2,900 or 1.91%, and Native American children account for 378 or 0.25% of the total child population in San Mateo County, meaning that the small increases or decreases in the number of substantiated referrals can greatly impact the rate.
- The total child populations are more comparable between Latinos (50,140) and Whites (54,190). We can see a disproportionate rate for substantiation with Latinos at 3.04% but only 1.37% for Whites.

This specific performance measure allows the agency to drill down to the specific populations with higher substantiation rates to explore outreach and service gaps. The agency will focus efforts on more effective data analysis through an equity lens and explore trends in particular geographic communities, referral sources, and child/family demographics.

Performance Measures

San Mateo County delivers a multitude of prevention-based services, including a differential response program that provides supportive and case management services for referrals on families who do not require an open child welfare case. Prevention services are also provided through the Children and Family Resource Centers at school-based sites. The use of this data will help drive prevention-based program development in these two arenas.

The baseline data for this performance measure is the total child population in San Mateo County and relies on Census data referenced by the UC Berkeley California Child Welfare Indicators Project.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Rate of Allegations Substantiated per 1,000 Children Disaggregated by Race/Ethnicity	1.49	1.94	2.30	2.30	2.30
Black	8.48	6.55	6.55	< 2.30	< 2.30
White	1.05	1.37	1.37	< 2.30	< 2.30
Latino	2.16	3.04	3.04	< 2.30	< 2.30
Asian/Pacific Islander	0.62	0.83	0.83	< 2.30	< 2.30
Native American	8.26	5.29	5.29	< 2.30	< 2.30

Performance Measure	Black	White	Latino	Asian/Pacific Islander	Native American
Rate of Allegations Substantiated per 1,000 Children Disaggregated by Race/Ethnicity	6.55	1.37	3.04	0.83	5.29

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Children and Family Services (7420B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	47,003,231	47,439,151	67,137,341	70,183,114	3,045,773	68,062,347	(2,120,767)
Total Requirements	64,646,866	68,596,885	89,184,032	92,768,855	3,584,823	91,227,993	(1,540,862)
Net County Cost	17,643,635	21,157,734	22,046,691	22,585,741	539,050	23,165,646	579,905
Salary Resolution	205.0	211.0	210.0	210.0	—	210.0	—
Funded FTE	205.0	211.0	210.0	210.0	—	210.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $450,529. Net funding adjustments in FY 2022-23 total $579,905.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	79,708	(2,914,087)
Gross Appropriations	1,178,681	(1,534,062)
Intrafund Transfers	144,876	(6,800)
Contingencies/Dept Reserves	(793,320)	(793,320)
Net County Cost	450,529	579,905
Positions	—	—

2. CFS - Share of Admin Cost: This action adds funding in FY 2021-22 for Children and Family Services' share of cost related to increase in salary and benefits of positions added to the administrative unit to better align with operational needs of the agency.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	42,802	—
Gross Appropriations	122,291	—
Intrafund Transfers	—	—
Net County Cost	79,489	—
Positions	—	—

3. CFS - Share of Admin Cost-Human Svcs Analyst II: This action adds funding in FY 2021-22 for Children and Family Services' share of cost related to a Human Services Analyst II position in the administrative unit (Staff Development) to better align with operational needs of the agency.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,863	—
Gross Appropriations	13,895	—
Intrafund Transfers	—	—
Net County Cost	9,032	—
Positions	—	—

4. Staff Security Enhancement Projects: This action reappropriates and adds funding in FY 2021-22 to enhance staff security and work environment. This project will increase staff security in client interaction areas such as lobby and reception areas, as well as providing permanent barriers that will reduce the spread of airborne illnesses such as COVID at all of our reception desks. It will also create healthier work environments to help improve employee work performance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	975,080	—
Gross Appropriations	975,080	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

5. Elysian Fixed Assets: This action adds an appropriation in FY 2021-22 for potential fixed assets and equipment needed for Elysian facility. Assets and equipment may include security and access control system, kitchen appliances, and laundry machines.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	150,000	—
Gross Appropriations	150,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

6. CYSOC Reserves: This action reappropriates Children and Youth System of Care (CYSOC) Collaborative reserves in FY 2021-22 and FY 2022-23 based on projected year-end fund balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	793,320	793,320
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	793,320	793,320
Net County Cost	—	—
Positions	—	—

7. Measure K - Curiodyssey: This action adds Measure K revenue in FY 2021-22 to fund CWS clients/children's placement near Coyote Point and provides children the experience of exploring nature.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,000,000	—
Gross Appropriations	1,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	3,045,773	(2,120,767)
Gross Appropriations	3,439,947	(1,534,062)
Intrafund Transfers	144,876	(6,800)
Contingencies/Dept Reserves	—	—
Net County Cost	539,050	579,905
Positions	—	—

Homeless and Safety Net Services (7510B)

Program Locator

County > Social Services > Human Services Agency > **Homeless and Safety Net Services**

Program Outcome Statement

Creates community partnerships to promote housing stability and end homelessness

Program Results

Homeless and Safety Net Services (HSNS) is a collaborative effort for the provision of safety net services, such as shelter, homeless prevention, and emergency food, by administering contracts with community-based organizations that operate a broad spectrum of homeless and homeless prevention services, including shelter, homeless outreach, rapid rehousing, and Core Service Agency services that provide basic emergency services, including food and emergency financial assistance for housing stability. In FY 2019-20, 40,740 individuals comprised of 16,389 households were served by Core Service Agencies.

In FY 2019-21, HSNS and its partners implemented new programs due to COVID-19. Service providers continued operating services, while implementing protocols to maximize safety for clients and staff, and LifeMoves, WeHOPE, and Samaritan House partnered with the County to operate temporary non-congregate shelter programs in hotels, for vulnerable people experiencing homelessness. The Core Service Agencies significantly scaled up their Emergency Financial Assistance programs with additional funding from the County, cities, and private funders, to assist eligible households who were not able to pay their rent. In 2020, the County acquired two hotels to be utilized for homeless shelter services, providing new ways for the County to serve people experiencing homelessness.

For FY 2021-23, HSNS program initiatives include maximizing homeless prevention services, shelter capacity, the number of people who are housed with the support of housing-focused case managers and rapid rehousing programs, and collaborating with the County Manager's Office, Board of Supervisors, and community partners to create a new strategic plan on homelessness to work toward a functional zero level of homelessness. HSNS will continue to work to increase racial equity within the homeless system and implement data-driven strategies, based on key system performance metrics such as data on homeless prevention, exits to housing, and lengths of homelessness.

Performance Measures

Number of Clients Served by Core Service Agencies

The Core Service Agencies are the primary community agencies that provide emergency safety net services to meet basic food, housing, financial assistance, and referral to the coordinated entry system for homeless services. The number of households and clients served is a consistent measure used to track the need and number seeking services in San Mateo County.

The disaggregated data to analyze the clients who are receiving services by race and ethnicity provides HSA the ability to cross-tabulate against indicators in the U.S. Census to determine if our services are reaching populations based on equity by comparing the general population against those who receive services through the Core Services Agencies, which can help tailor future outreach and service planning. This will enable HSA and the Core Service Agencies to tailor outreach to ensure that residents who may be in need of Core Service Agencies are aware of the services available and how to access them. Potential outreach strategies may include partnering with community-based or faith-based organizations to share information about services and collaborate on outreach to residents who may not be aware of services. This will also allow HSA to review trends over time regarding the demographics of clients served and continue tailoring or shifting outreach strategies.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Clients Served by Core Service Agencies	26,143	40,740	40,740	40,740	40,740

Performance Measures

Performance Measure	Non-Hispanic/ Latino - White	Non-Hispanic/ Latino -Asian	Non-Hispanic/ Latino -Black or African American	Non-Hispanic/ Latino - Native Hawaiian or Other Pacific Islander	Non-Hispanic/ Latino American Indian or Alaska Native
Number of Clients Served by Core Service Agencies by Race/Ethnicity	4,712	2,778	1,379	1,026	63

Performance Measure	Non-Hispanic/ Latino Other	Non-Hispanic/ Latino - Multiple Races	Non-Hispanic/ Latino -Race data not available	Hispanic/ Latino - White	Hispanic/ Latino -Asian
Number of Clients Served by Core Service Agencies by Race/Ethnicity	716	245	161	19,675	32

Performance Measure	Hispanic/ Latino -Black or African American	Hispanic/ Latino - Native Hawaiian or Other Pacific Islander	Hispanic/ Latino American Indian or Alaska Native	Hispanic/ Latino Other	Hispanic/ Latino - Multiple Races
Number of Clients Served by Core Service Agencies by Race/Ethnicity	64	24	815	4184	140

Performance Measure	Hispanic/ Latino -Race data not available	Data not available
Number of Clients Served by Core Service Agencies by Race/Ethnicity	1,542	3,357

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Homeless and Safety Net Services (7510B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	8,358,133	9,474,306	16,250,509	13,875,227	(2,375,282)	12,637,547	(1,237,680)
Total Requirements	13,316,101	14,773,805	22,654,877	21,418,652	(1,236,225)	19,976,000	(1,442,652)
Net County Cost	4,957,969	5,299,499	6,404,368	7,543,425	1,139,057	7,338,453	(204,972)
Salary Resolution	7.0	7.0	7.0	7.0	–	7.0	–
Funded FTE	7.0	7.0	7.0	7.0	–	7.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $409,251. Net funding adjustments in FY 2022-23 total ($204,972).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(4,356,986)	(1,237,680)
Gross Appropriations	(3,955,792)	(1,442,652)
Intrafund Transfers	8,057	–
Net County Cost	409,251	(204,972)
Positions	–	–

2. Core Services Growth Adjustment: This action adds funding in FY 2021-22 to support the growth in service demand experienced by the County's core services agencies. The need to increase funding is the result of the increase in households being served by the core services agencies. Between FY 2017-18 and FY 2019-20, households served increased from 12,107 to 17,441, an increase of 44 percent. This appropriation request adds 42 percent in funding to address the increased need in our communities.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	693,552	–
Intrafund Transfers	–	–
Net County Cost	693,552	–
Positions	–	–

3. Safe Harbor Shelter Renovations: This action reappropriates $1,600,000 in spending authority in FY 2021-22 to manage the completion of ongoing homeless shelter renovations being done by the Department of Public Works at the County's Safe Harbor shelter.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,600,000	–
Gross Appropriations	1,600,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

4. Conversion Cost of HSM I to HSM II: This action adds funding in FY 2021-22 to reclassify an existing HSM-I position into an HSM-II position within the Center on Homelessness (COH).

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	36,254	–
Intrafund Transfers	–	–
Net County Cost	36,254	–
Positions	–	–

5. ESG CV Project Appropriation: The action adds appropriation to the Center On Homelessness to support the ESG-CV (Emergency Solutions Grant) housing project in coordination with the County's Department of Housing. This is 100 percent funded by the ESG-CV grant, provided to HSA by Department of Housing, through September 2022.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	381,704	—
Gross Appropriations	381,704	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(2,375,282)	(1,237,680)
Gross Appropriations	(1,244,282)	(1,442,652)
Intrafund Transfers	8,057	—
Net County Cost	1,139,057	(204,972)
Positions	—	—

Community Capacity (7520B)

Program Locator

County > Social Services > Human Services Agency > **Community Capacity**

Program Outcome Statement

Achieve the best outcomes for vulnerable communities through strategic partnerships

Program Results

The Human Services Agency's (HSA) Collaborative Community Outcomes (CCO) offers direct client services to veterans and community programs and supports for various at-risk groups in the county. CCO includes funding for the County Veteran Services Office (CVSO), the Children's Fund Program, and other community-based services.

In FY 2019-20, the CVSO office enrolled over 966 first-time veterans to the program. CVSO services shifted to remote appointments in March. In April of 2020, the Veterans Services Office implemented a telephonic signature program allowing veterans to submit their forms and documents remotely. In November 2020 the 5th Annual Veteran of the Year award was successfully held virtually.

The Children's Fund program serves over 3,500 children annually. Children served by County programs were able to access essential goods, such as clothing, backpacks, school supplies, Halloween costumes, and holiday gifts. This program is generously supported by 250 individual volunteers annually. In response to COVID-19, the Children's Fund provided items to clients, shelters, and CORA. During the annual Backpack Drive, each backpack was filled with COVID-19 prevention supplies, in addition to grade-appropriate school supplies, in order to keep students safe and ready to learn during the pandemic.

For FY 2021-23 CCO program initiatives will focus on improving and expanding services. Expanding partnerships with the Veterans Treatment and Military Diversion Court program to increase veteran participation, success rates and the outreach and social media programs for VSO. Updating the County Veterans Needs and Demographic report with a focus on service gaps between veterans and available services, to better develop and targeted outreach and educations programs. Streamlining the Children's Fund donation processes to ensure a simple platform for interested donors to make an online monetary donation. Implementing the CalTAP/San Mateo Community Colleges Veterans Resource fairs and speaker series focused on assisting younger veterans in accessing veterans' programs.

Performance Measures

Number of Clients Served by the County Veterans Services Office

The number of clients served by the County Veterans Office will be viewed through the lens of the Service Era the veteran served in, as there are different factors and compensation ratings based on what the veteran experienced during their time in service. For example, the VA issues new guidance, and recently those who served in the Vietnam Era might be affected by new laws relating to Blue Water and Agent Orange exposure.

Veteran participation in VA programs also varies by Service Era due to multiple issues. The demographics of veterans have shifted by Service Era, as have the issues these veterans face. The data collected by Service Era will help us understand how well veterans from each Service Era are being informed about the services available to them. The same data will help us develop strategies to connect these veterans with the services available to them and identify service gaps that need to be addressed.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Clients Served by the County Veterans Services Office	3,369	5,212	5,400	5,700	5,800

Performance Measures

Performance Measure	Gulf War	Peace Time	WW II	Desert Storm	Vietnam
Number of Clients Served by the County Veterans Services Office by Service Era	822	1430	681	187	3,186

Performance Measure	Korea	Iraq War	OEF/OIF/OIR	Did Not Answer
Number of Clients Served by the County Veterans Services Office by Service Era	552	155	1,554	2,560

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Community Capacity (7520B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	574,573	605,052	812,891	734,088	(78,803)	734,088	–
Total Requirements	1,882,241	2,124,556	2,157,735	2,013,178	(144,557)	2,014,946	1,768
Net County Cost	1,307,668	1,519,504	1,344,844	1,279,090	(65,754)	1,280,858	1,768
Salary Resolution	7.0	8.0	8.5	8.5	–	8.5	–
Funded FTE	7.0	8.0	8.5	8.5	–	8.5	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($65,754). Net funding adjustments in FY 2022-23 total $1,768.

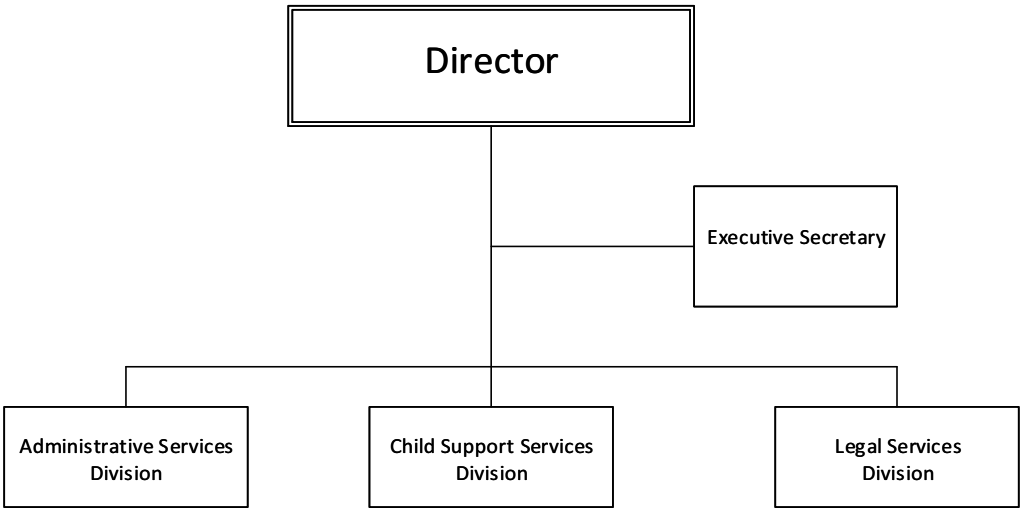
	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(78,803)	–
Gross Appropriations	(144,557)	1,768
Intrafund Transfers	–	–
Net County Cost	(65,754)	1,768
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(78,803)	–
Gross Appropriations	(144,557)	1,768
Intrafund Transfers	–	–
Net County Cost	(65,754)	1,768
Positions	–	–

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DEPARTMENT OF CHILD SUPPORT SERVICES



Department Locator

County > Social Services > **Child Support Services**

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 parents obligated to pay support through the utilization of a variety of systems. The Department partners with parents to set realistic orders that support steady and reliable payments in the family.

In FY 2020-21, Child Support Services received a significant reduction in the allocation provided by the California Department of Child Support Services based on a new funding methodology which distributed monies based on total caseload to full-time equivalent employee. The new methodology resulted in a $1,486,000 reduction in allocated dollars to the local program. In FY 2021-23 the Department will review and prioritize services to customers as well as conduct a gap analysis to determine the critical services that must be delivered to meet the needs of residents.

Department Innovations

In FY 2019-21 the Department began a telework pilot project which aided participating employees to realize a greater work/life balance with the ability to work remotely one day per week. With the onset of COVID-19 in March 2020, the Department was able to quickly provide remote access to 97 percent of staff, ensuring a continuum of services for all customers. Additionally, the Department has expanded capability to both electronically sign and electronically file most legal documents with the Superior Court guaranteeing all customers access to justice through our program.

Program Results

The Department of Child Support Services continues to serve children and families by establishing and enforcing court orders for financial and medical support. Child support is an important resource for reducing parents' stress to meet basic needs. Additionally, parents who pay support are more likely to be part of their child's life. The Department continues to meet or exceed performance in major categories. The Department realized a five percent increase in collections from Federal FY 2019 to Federal FY 2020, despite a five percent decrease in cases during the same period. The Department also increased cases with a payment towards arrears by six percent, helping families move closer to paying off child support debt.

Child Support Services has realized a reduction in funding but will continue to focus on its core mission to establish and enforce reasonable and collectible orders utilizing available technology to provide the most efficient service. The Department will continue to work in partnership with the California Department of Child Support Services in the delivery of the statewide Strategic Plan, which includes goals to enhance program performance, build collaborative partnerships to benefit families, and strengthen customer engagement.

Performance Measures

Percent of Current Child Support Collected

This measure computes the total amount of current support owed on the caseload versus the total number of dollars that has been collected in a federal fiscal year. The higher the percentage in this category, the more families are receiving support in the month that it is due to meet basic needs each month. The disaggregated data breaks down the Department's performance in the following categories; Currently Assisted (currently receiving CalWORKs in the County of San Mateo), Formerly Assisted (previously received CalWORKs in any California county) and Never Assisted. The CalWORKs program is the California implementation of the federal welfare to work program that provides cash aid and services to eligible families in need. Eligibility for CalWORKs includes having a low or very low income or other resources. While Former and Never Assisted categories do not indicate current income levels, Formerly Assisted families are known to have previously experienced low income and financial instability.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Current Child Support Collected	73%	71%	71%	70%	70%

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	Currently Assisted	Formerly Assisted	Never Assisted
Percent of Current Child Support Collected by Assistance	49%	65%	75%

Percent of Cases with a Child Support Order

The existence of a child support order establishes parentage and documents the basic financial needs of children when parents do not live in the same household. This measure indicates the total number of cases in the Department's caseload that have a filed support related to paternity, child support, and medical support. The disaggregated data breaks down the Department's performance in the following categories; Currently Assisted (currently receiving CalWORKs in the County of San Mateo), Formerly Assisted (previously received CalWORKs in any California county) and Never Assisted. The CalWORKs program is the California implementation of the federal welfare to work program that provides cash aid and services to eligible needy families. Eligibility for CalWORKs includes having a low or very low income or other resources. While Former and Never Assisted categories do not indicate current income levels, Formerly Assisted families are known to have previously experienced low income and financial instability.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Cases with a Child Support Order	94%	95%	95%	95%	95%

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	Currently Assisted	Formerly Assisted	Never Assisted
Percent of Cases with a Child Support Order by Assistance	82%	98%	94%

Percent of Cases with Payment Towards Arrears

This measure computes the total number of cases on the Department's caseload with a past due amount owed and the percentage of those cases that have received at least one payment on that arrearage in a federal fiscal year. The higher the percentage in this category means families have received a payment towards support that was not paid at the time it was owed and further reveals parents working to reduce debt. The Department is currently working with the California Department of Child Support Services to determine how the data can best be disaggregated for meaningful analysis.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Cases with a Payment Towards Arrears	72%	80%	80%	75%	75%

Performance Measures

Children in Caseload with Paternity Established or Acknowledged compared to Births in the County

As part of the Department's compliance in federal reporting, each local child support agency is required to calculate the number of children in the caseload with paternity acknowledged or established compared to total births in that county during the federal fiscal year. Paternity establishment ensures that children born outside of marriage have the same legal rights and privileges from both parents, such as rights to inheritance, medical, and Social Security benefits. Paternity establishment also supports a father's connection with their child, ensuring that their name is included on the child's birth certificate and giving them certain rights to care and help make decisions in the child's life.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Children in Caseload with Paternity Established or Acknowledged compared to Births in the County	101%*	100%	100%	100%	100%
Exceeds 100% as the Department establishes more paternities than children born in the county					

Outcome of Court Actions Establishing or Changing Child Support

Rather than a standalone measure, this data builds on Percent of cases with a Child Support Order by looking at the outcomes of the actions made in court. A fundamental duty of Child Support Services is to establish court orders to begin payments of child support. Once the first order is established, circumstances may change for one or both parents and the court order itself must be formally changed or "modified" to reflect the adjustments needed. The ability to both establish and modify a child support order ensures both parents have access to justice and that child support orders are reasonable and reflect each individual family's financial needs. The type of order reflects the parents' participation and agreement with the final filed order. Court orders obtained by Default are done after proper service and notice but without a response from the parent obligated to pay and thus less likely to receive payment. Parties who arrive to a stipulation, without a court appearance, are in agreement with the factors considered to set the amount owed while parties who obtain their modification through an Order After Hearing are participating but unable to agree to terms without court appearance.

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	Default	Order After Hearing	Stipulation
Outcome of Court Actions establishing or changing child support	27%	39%	35%

Department of Child Support Services (2600B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	11,405,390	11,643,890	9,927,860	9,927,860	—	9,927,860	—
Miscellaneous Revenue	—	—	1,474,148	493,591	(980,557)	549,954	56,363
Total Revenue	**11,405,390**	**11,643,890**	**11,402,008**	**10,421,451**	**(980,557)**	**10,477,814**	**56,363**
Total Sources	**11,405,390**	**11,643,890**	**11,402,008**	**10,421,451**	**(980,557)**	**10,477,814**	**56,363**
Salaries and Benefits	9,903,777	10,270,962	10,995,588	11,020,109	24,521	11,096,318	76,209
Services and Supplies	576,625	474,519	201,050	222,603	21,553	222,603	—
Other Charges	671,171	643,049	716,708	651,375	(65,333)	662,626	11,251
Other Financing Uses	253,817	255,360	248,071	196,989	(51,082)	198,069	1,080
Gross Appropriations	**11,405,390**	**11,643,890**	**12,161,417**	**12,091,076**	**(70,341)**	**12,179,616**	**88,540**
Intrafund Transfers	—	—	(759,409)	(1,669,625)	(910,216)	(1,701,802)	(32,177)
Net Appropriations	**11,405,390**	**11,643,890**	**11,402,008**	**10,421,451**	**(980,557)**	**10,477,814**	**56,363**
Total Requirements	**11,405,390**	**11,643,890**	**11,402,008**	**10,421,451**	**(980,557)**	**10,477,814**	**56,363**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	73.0	68.0	67.0	69.0	2.0	69.0	—
Funded FTE	73.0	68.0	66.5	68.9	2.4	68.9	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $980,557 or 8.6 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Intergovernmental Revenues
There is no change in this funding source.

Miscellaneous Revenue
There is a net decrease of $980,557 in this funding source due to the reduced drawdown of federal dollars as part of the Department's participation in the Federal Financial Participation (FFP) Match Program.

TOTAL REQUIREMENTS

Total Requirements decreased by $980,577 or 8.6 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $24,521 in this expenditure category due to the addition of two positions in the Shared Services Call Center as part of the Department's new funding methodology.

Services and Supplies
There is a net increase of $21,553 in this expenditure category due to increased costs for expenses related to mobile phones used for remote work. This increase was partially offset by reductions in general office supplies and other miscellaneous expenses.

Other Charges
There is a net decrease of $65,333 in this expenditure category due to reductions in monthly telephone and facility charges. This decrease was partially offset by increases in network and core service charges.

Other Financing Uses
There is a net decrease of $51,082 in this expenditure category due to reductions in monthly facility charges.

Intrafund Transfers
There is a net increase of $910,216 in this expenditure category due to increases in local match dollars to draw down federal monies as part of the Federal Financial Participation (FFP) Match Program.

NET COUNTY COST

The Department's FY 2021-22 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources increased by $56,363 or less than 0.5 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Miscellaneous Revenue
There is a net increase of $56,363 in this funding source due to the increased draw down of federal dollars as part of the Department's participation in the FFP Match Program.

TOTAL REQUIREMENTS

Total Requirements increased by $56,363 or less than 0.5 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $76,209 in this expenditure category due to negotiated salary and benefit increases including merit increases and health and retirement contributions.

Services and Supplies

There is no change in this expenditure category.

Other Charges

There is a net increase of $11,251 in this expenditure category due to slight increases in network and facility charges.

Other Financing Uses

There is a net increase of $1,080 in this expenditure category due to slight increases in facility charges.

Intrafund Transfers

There is a net increase of $32,177 in this expenditure category due to increases in local match dollars to draw down federal monies as part of the Federal Financial Participation (FFP) Match Program.

NET COUNTY COST

The Department's FY 2022-23 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Department of Child Support Services (2600B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	11,405,390	11,643,890	11,402,008	10,421,451	(980,557)	10,477,814	56,363
Total Requirements	11,405,390	11,643,890	11,402,008	10,421,451	(980,557)	10,477,814	56,363
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	73.0	68.0	67.0	69.0	2.0	69.0	—
Funded FTE	73.0	68.0	66.5	68.9	2.4	68.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Child Support Services is funded through federal and state subventions and thus net funding adjustments in the Current Level Budget are offset in the Recommended Level Budget. Net funding adjustments in FY 2021-22 total ($221,930). Net funding adjustments in FY 2022-23 total ($572).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(980,557)	56,363
Gross Appropriations	(292,271)	87,968
Intrafund Transfers	(910,216)	(32,177)
Net County Cost	(221,930)	(572)
Positions	—	—

2. Child Support Customer Service Specialist : The California Department of Child Support Services recently developed a new funding methodology to distribute funds to all local child support agencies in California. The Department will receive funding specifically designated for the Shared Services Call Center and is seeking to add two positions specifically for this unit.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	221,930	572
Intrafund Transfers	—	—
Net County Cost	221,930	572
Positions	2	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(980,557)	56,363
Gross Appropriations	(70,341)	88,540
Intrafund Transfers	(910,216)	(32,177)
Net County Cost	—	—
Positions	2	—



COMMUNITY SERVICES



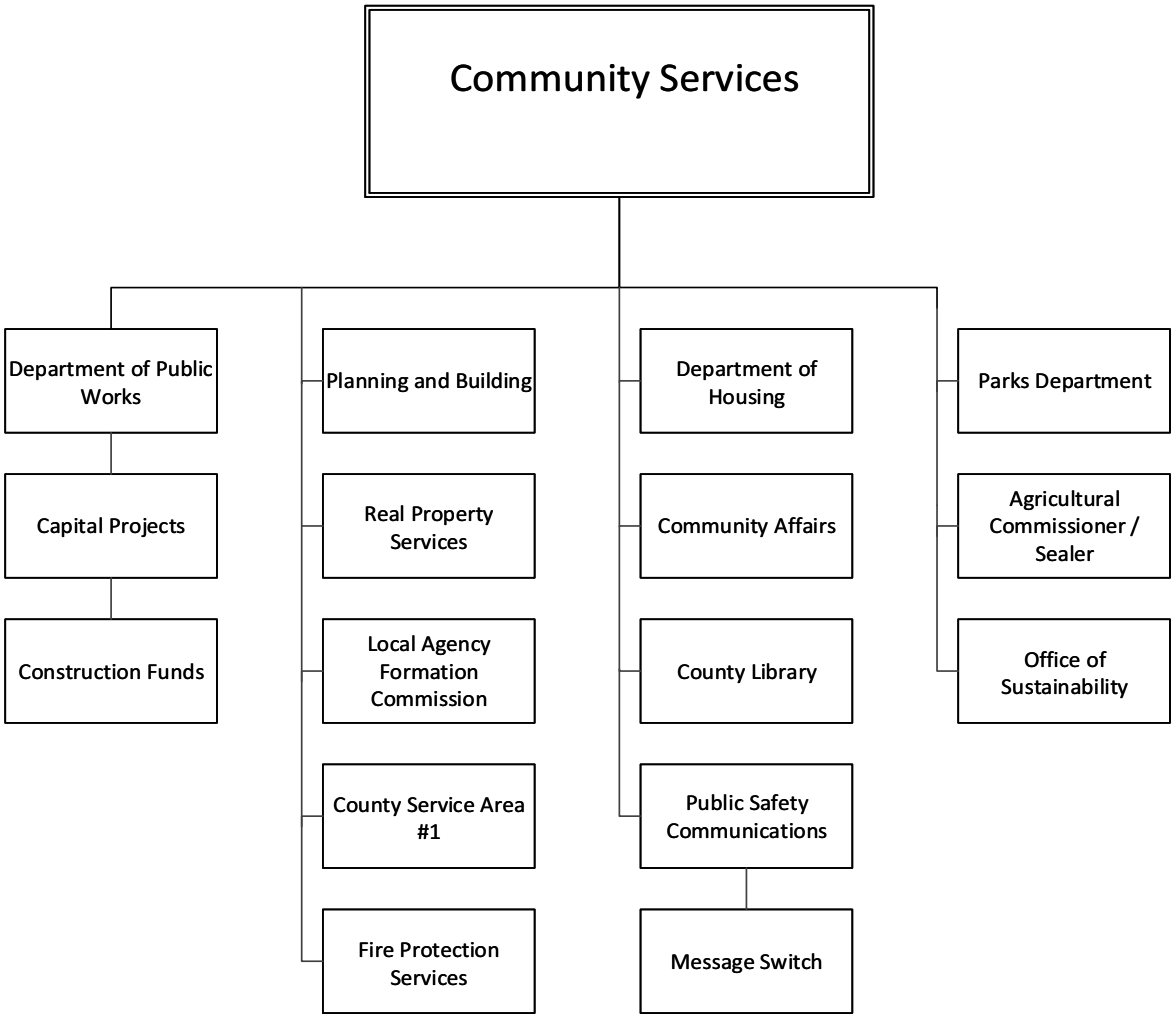


FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET






Community Services
Department of Public Works
Capital Projects
Construction Funds
Planning and Building
Real Property Services
Local Agency Formation Commission
County Service Area #1
Fire Protection Services
Department of Housing
Community Affairs
County Library
Public Safety Communications
Message Switch
Parks Department
Agricultural Commissioner / Sealer
Office of Sustainability

Community Services
FY 2021-22 and FY 2022-23
All Funds Summary

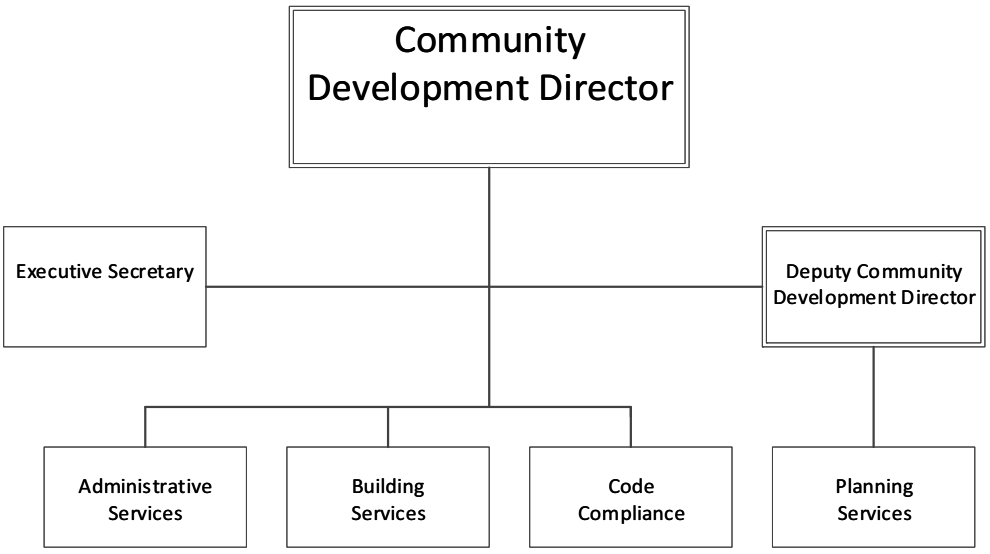
Total Requirements	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Planning and Building	12,372,988	12,639,053	17,032,991	16,568,525	(464,466)	17,133,564	565,039
Local Agency Formation Commission	19,323	–	–	–	–	–	–
Parks Department	19,548,173	23,201,955	25,096,148	23,608,999	(1,487,149)	23,258,008	(350,991)
Office of Sustainability	10,114,453	11,512,326	15,100,560	15,950,348	849,788	15,302,187	(648,161)
Department of Public Works	39,065,170	40,776,802	47,171,340	46,309,291	(862,049)	45,144,341	(1,164,950)
Real Property Services	4,232,596	4,546,320	4,687,710	4,809,095	121,385	4,871,352	62,257
Agriculture/Weights and Measures	6,755,020	6,546,120	8,120,153	8,167,545	47,392	8,048,638	(118,907)
Public Safety Communications	17,622,488	18,839,536	23,002,075	22,471,861	(530,214)	20,712,206	(1,759,655)
Fire Protection Services	10,172,539	11,863,876	19,783,297	17,690,333	(2,092,964)	19,090,024	1,399,691
Department of Housing	26,083,230	20,851,291	87,892,945	46,342,968	(41,549,977)	44,894,499	(1,448,469)
Total General Fund	**145,985,980**	**150,777,281**	**247,887,219**	**201,918,965**	**(45,968,254)**	**198,454,819**	**(3,464,146)**
Total Requirements	145,985,980	150,777,281	247,887,219	201,918,965	(45,968,254)	198,454,819	(3,464,146)
Total Sources	120,085,305	121,486,880	209,139,134	161,846,859	(47,292,275)	157,646,665	(4,200,194)
Net County Cost	25,900,676	29,290,401	38,748,085	40,072,106	1,324,021	40,808,154	736,048
Fish and Game	59,897	62,071	64,071	56,071	(8,000)	56,071	–
Parks Acquisition and Development	4,242,484	1,795,130	204,628	–	(204,628)	–	–
Coyote Point Marina	2,945,316	3,444,364	3,368,628	3,630,337	261,709	3,655,337	25,000
Parks Capital Projects	–	8,194,416	45,044,984	15,063,946	(29,981,038)	19,311,334	4,247,388
Solid Waste Management	13,498,746	13,528,120	12,747,587	11,960,301	(787,286)	9,250,336	(2,709,965)
OOS - County Service Area #8	7,851,806	7,514,122	8,525,260	8,419,043	(106,217)	8,155,591	(263,452)
Road Construction and Operations	60,061,539	65,918,613	72,616,699	68,260,335	(4,356,364)	55,656,306	(12,604,029)
Construction Services	1,999,688	2,498,250	2,724,260	2,713,036	(11,224)	2,718,530	5,494
Vehicle and Equipment Services	25,396,888	23,240,695	27,208,152	25,106,195	(2,101,957)	24,238,925	(867,270)

Community Services
FY 2021-22 and FY 2022-23
All Funds Summary

Total Requirements	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Waste Management	–	–	–	–	–	–	–
Utilities	103,420,275	105,317,101	75,548,225	68,928,117	(6,620,108)	59,558,920	(9,369,197)
Airports	8,449,350	7,971,527	11,208,097	7,916,266	(3,291,831)	7,972,305	56,039
Capital Projects	22,713,119	25,838,813	96,134,052	100,724,241	4,590,189	24,517,832	(76,206,409)
Accumulated Capital Outlay Fund	86,672,039	133,312,162	135,336,920	135,336,920	–	135,336,920	–
Courthouse Construction Fund	1,217,421	1,181,744	1,365,027	1,365,027	–	1,364,422	(605)
Criminal Justice Construction Fund	2,572,419	2,434,209	2,252,209	2,070,209	(182,000)	1,888,209	(182,000)
Other Capital Construction Fund	7,490,835	4,983,555	4,629,301	431,869	(4,197,432)	–	(431,869)
Major Capital Construction	49,261,831	57,554,683	174,747,413	90,280,000	(84,467,413)	52,000,000	(38,280,000)
Structural Fire	19,798,654	21,783,258	21,991,295	21,762,900	(228,395)	17,993,366	(3,769,534)
County Service Area #1	8,742,618	9,905,888	10,363,705	10,651,984	288,279	10,120,705	(531,279)
Total Non-General Funds	**426,394,926**	**496,478,720**	**706,080,513**	**574,676,797**	**(131,403,716)**	**433,795,109**	**(140,881,688)**
Total Requirements	582,583,921	679,561,323	880,371,251	771,897,041	(108,474,210)	627,828,841	(144,068,200)
Total Sources	582,583,922	679,561,323	880,371,251	771,897,041	(108,474,210)	627,828,841	(144,068,200)
Net County Cost	–	–	–	–	–	–	–
Salary Resolution	587.0	602.0	606.0	616.0	10.0	616.0	–
Funded FTE	587.0	601.3	604.1	614.7	10.6	614.7	–
Local Agency Formation Commission (Information Only)	544,027	695,896	728,804	896,551	167,747	850,884	(45,667)
County Library (Information Only)	59,220,699	64,153,086	66,419,925	64,956,218	(1,463,707)	61,815,373	(3,140,845)
Department of Housing	96,424,269	118,233,622	107,142,009	131,367,475	24,225,466	131,367,475	–

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PLANNING AND BUILDING



Department Locator

County > Community Services >**Planning and Building**

Mission Statement

The mission of the Planning and Building Department 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 processes development permits, inspects construction, and updates and enforces land use plans and regulations. In FY 2019-20, despite almost 2 months of mandated closure due to the COVID-19 pandemic, the Department processed 2,294 building permits, six permits shy of the 2,300 target. Most of these permits were obtained via the new online permit center. The Department estimates that the total number of building permits to be issued in FY 2020-21 will be close to the target of 2,300. The COVID-19 pandemic has forced the Department to find ways to be creative in the way services are delivered to the public, while at the same time applying significant resources to the upgrade of its Accela online permitting system.

The goal of the Accela Upgrade Project is to improve and expand the capability of the Accela permit tracking system to achieve better efficiencies for staff and the public. The initial two phases of the Accela Upgrade Project have been completed, and 15 permit types can now be processed online. Program staff is working with the Accela vendor and 3rd party consultants to introduce E-check as another form of payment for added convenience to the public. In conjunction with the Accela Upgrade Project, the Department also successfully updated the Building Fee Schedule (last updated in 2009) to simplify fees and bring them closer to cost recovery.

Other notable accomplishments in FY 2019-21 include:

- Implementation of remote video inspections to quickly respond and adapt to the shelter-in-place and virtual work environment
- Successful integration of Bluebeam with Accela to allow online plan submission and electronic routing to other agencies for review
- In collaboration with Revenue Services, a Customer Service Window on the 1st floor was installed and now operational to assist the public face-to-face
- Developed policies and procedures for implementing new state and local regulations including new zoning regulations for North Fair Oaks; new Second Unit, Cannabis, Short Term Rental, and Child Care Facilities regulations; and new affordable housing and fire safety statutes
- Completed the North Fair Oaks Phases 2-B and 3 for Zoning; Density Bonus Regulations; new Child Care Zoning Regulations; and Connect the Coastside, the Comprehensive Transportation Management Plan for the Midcoast
- Partnered with the Sheriff's Office to provide training for the deputies on the Coast and Bayside about resources available through the Code Compliance Program

Department Innovations

Much of the efforts of the Department in FY 2019-21 were focused on technology support to its staff and the public in the shift to a virtual work environment. Among the innovative solutions introduced in FY 2019-21 are the operation of a newly-installed customer service window two days a week and the customization of the QMatic electronic queuing system to allow virtual appointments. QMatic is an in-person queuing system used at the service counter before the pandemic. To support the virtual work environment and continue service delivery in a safe, convenient, and efficient manner, QMatic has been re-programmed to integrate with Microsoft Teams to allow the public to make virtual appointments from their computer or cell phones.

For FY 2021-23, the Department, in collaboration with ISD, will make improvements to its department website. These improvements will be designed to organize content by community to help ensure equal access to zoning, land use, and permit information across all unincorporated communities.

The Long Range Planning Program of the Department intends to develop a Racial Equity Toolkit, similarly used by other jurisdictions like the City of Seattle, to guide community engagement to ensure equitable access for all and to evaluate proposed policies with a racial equity lens. The toolkit will be developed during FY 2021-22 and utilized on a pilot basis and refined and applied to all new projects beginning in FY 2022-23. Applying this toolkit will help identify specific populations that must be reached during a planning process and influence the outreach and engagement strategy and policy proposals. For example, the toolkit could include guidance to evaluate U.S. Census and other demographic data to identify and engage minority, low-income, people with disabilities, and other communities in the outreach design and formulation of policy. The toolkit will also include criteria for evaluating the efficacy of the policy proposal or program to meet the needs of underserved or underrepresented populations. Once developed and finalized, the program intends to apply the tool to all future projects.

Performance Measures

Number of Building Permits Issued

The total number of building permits issued in a fiscal year is a gauge of the level of construction activity in the County. This helps the Department make reasonable assumptions on economic trends affecting budget projections and workforce needs. The Department will also begin tracking average permit processing time by community to see if there are any differences in the amount of permits issued, the type of projects permitted, and the processing times of permits issued across the various communities in unincorporated San Mateo county. The Department is not currently collecting this information on a permit-by-location basis, but will begin collecting this data so that it can be mapped against both recent and future permits.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Building Permits Issued	2,484	2,294	2,300	2,300	2,300

Number of Building Permits Issued to Construct Affordable Housing Units

The Housing Element of the County General Plan adopted by the Board of Supervisors encourages the development of affordable housing units, including Accessory Dwelling Units (ADUs) and farm labor housing units, to meet the housing needs of the County residents of very low, low and moderate incomes. To this end, Board of Supervisors Resolution 62405 waives planning and building fees for qualifying affordable housing projects. In order to track the County's progress in providing additional affordable units, Planning and Building will track the number of building permits issued for the construction of affordable housing units in underserved communities per year, and establish a goal of increasing this number by 5% each year.

The Department does not currently selectively track this data. However, the Accela permit tracking system can be configured to pull reports of permit applications that have affordable housing units, including ADUs and Farm Labor Housing. The data to be collected can be broken down by community in the unincorporated areas of the county, with a focus on the underserved communities of North Fair Oaks and the coast. The Department will analyze the data to review disparities among communities and evaluate progress towards meeting the need for affordable units throughout the unincorporated areas.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Building Permits Issued to Construct Affordable Housing Units	--	--	--	--	--
New Measure: Data will begin to be collected in FY 2021-22.					

Number of Policies that Address Inequities in Housing, Heath, Wellness

Planning and Building will develop new policies and implementation measures specifically aimed at addressing the needs of underserved communities. The goal is to add at least one such policy and associated implementation measures or programs as part of every plan and regulation update proposed by the Department.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Policies that Address Inequities in Housing, Heath, Wellness	--	--	--	1 new policy	1 new policy
New Measure: Prior year data is not available.					

Planning and Building (3800B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	28,034	(41,775)	827,257	145,874	(681,383)	145,874	–
Licenses, Permits and Franchises	3,610,608	3,148,784	3,663,102	3,663,102	–	4,439,310	776,208
Fines, Forfeitures and Penalties	7,998	1,872	–	–	–	–	–
Charges for Services	1,916,551	1,859,962	2,052,988	2,227,661	174,673	2,680,586	452,925
Interfund Revenue	18,858	52,874	104,275	104,275	–	104,275	–
Miscellaneous Revenue	211,967	326,038	418,100	418,100	–	1,052,546	634,446
Total Revenue	**5,794,016**	**5,347,755**	**7,065,722**	**6,559,012**	**(506,710)**	**8,422,591**	**1,863,579**
Fund Balance	2,408,584	2,780,398	2,674,820	2,674,820	–	1,165,956	(1,508,864)
Total Sources	**8,202,600**	**8,128,153**	**9,740,542**	**9,233,832**	**(506,710)**	**9,588,547**	**354,715**
Salaries and Benefits	9,056,708	9,558,549	12,964,300	12,950,032	(14,268)	13,086,810	136,778
Services and Supplies	1,472,099	1,187,503	2,214,295	1,557,742	(656,553)	1,952,254	394,512
Other Charges	953,406	987,912	1,242,135	1,176,197	(65,938)	1,209,946	33,749
Reclassification of Expenses	–	–	–	–	–	–	–
Fixed Assets	–	–	25,000	–	(25,000)	–	–
Other Financing Uses	37,203	50,348	54,812	54,812	–	54,812	–
Gross Appropriations	**11,519,416**	**11,784,311**	**16,500,542**	**15,738,783**	**(761,759)**	**16,303,822**	**565,039**
Intrafund Transfers	(337,384)	(336,214)	(633,507)	(336,214)	297,293	(336,214)	–
Net Appropriations	**11,182,032**	**11,448,097**	**15,867,035**	**15,402,569**	**(464,466)**	**15,967,608**	**565,039**
Contingencies/Dept Reserves	1,190,956	1,190,956	1,165,956	1,165,956	–	1,165,956	–
Total Requirements	**12,372,988**	**12,639,053**	**17,032,991**	**16,568,525**	**(464,466)**	**17,133,564**	**565,039**
Net County Cost	**4,170,388**	**4,510,901**	**7,292,449**	**7,334,693**	**42,244**	**7,545,017**	**210,324**
Salary Resolution	58.0	67.0	67.0	67.0	–	67.0	–
Funded FTE	58.0	67.0	66.7	66.4	(0.3)	66.4	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $506,710 or 5.2 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $681,383 in this funding source due to the elimination of one-time Measure K revenue for affordable housing initiatives and the Gray Whale Cove Access Improvement Project. This decrease was partially offset by new one-time Measure K funding for affordable housing initiatives.

Licenses, Permits and Franchises

There is no change in this funding source.

Fines, Fees and Forfeitures

There is no change in this funding source.

Charges for Services

There is a net increase of $174,673 in this funding source due to revenue adjustments in engineering and ordinance/general plan fees to more accurately reflect current level collection, and to account for a new IT surcharge fee imposed on new applications effective January 15, 2021.

Miscellaneous Revenue

There is no change in this funding source.

Fund Balance

There is no change in this funding source.

TOTAL REQUIREMENTS

Total Requirements decreased by $464,466 or 2.7 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of $14,268 in this expenditure category due to reduced costs in some medical/dental plans, retiree health benefits, and bilingual and experienced pay benefits. This decrease was partially offset by adjustments in salaries, FICA, County retirement contributions, other medical plans, and workers compensation charges.

Services and Supplies

There is a net decrease of $656,553 in this expenditure category due to reduction in professional contract services to align with Measure K funding and past level of expenditures. This decrease was partially offset by anticipated increase in software licensing costs (Accela) and contract support services.

Other Charges

There is a net decrease of $65,938 in this expenditure category due to reduced charges for telephone, ISD automation, motor vehicle mileage, internal banking, auto and general liability, and miscellaneous charges. This decrease was partially offset by the Department budgeting for motor vehicle replacement this fiscal year ($59,781) and slight increases in County security charges, Human Resources services, and bond insurance charges.

Fixed Assets
There is a net decrease of $25,000 in this expenditure category due to the elimination of one-time fixed asset appropriations from FY 2020-21.

Other Financing Uses
There is no change in this expenditure category.

Intrafund Transfers
There is a net decrease of $297,293 in this expenditure category to changes to more accurately align the budget with past actuals.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in General Fund Reserves represents 7.6 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST
There is an increase of $42,244 or 0.6 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources increased by $354,715 or 3.8 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is no change in this funding source.

Licenses, Permits and Franchises
There is a net increase of $776,208 due to projected higher revenues in building and other miscellaneous permits and other fees as a result of a revised fee schedule adopted in January 2021 that aligns fees to cost recovery.

Fines, Fees and Forfeitures
There is no change in this funding source.

Charges for Services
There is a net increase of $452,925 due to projected higher revenues in ordinance/general plan fees, planning services fees, and plan check fees.

Interfund Revenue
There is no change in this funding source.

Miscellaneous Revenue
There is a net increase of $634,446 in this funding source due to new grants awarded to the Department by the California Department of Housing and Community Development.

Fund Balance
There is a net decrease of $1,508,864 in Fund Balance due to the elimination of Fund Balance for one-time projects and purchases in FY 2021-22.

TOTAL REQUIREMENTS

Total Requirements increased by $565,039 or 3.4 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $136,778 in this expenditure category due to increased costs in salaries, medical and dental plan contributions, FICA, Medicare, and retiree health benefits.

Services and Supplies

There is a net increase of $394,512 in this expenditure category due to the increase in professional contract services resulting from new grants awarded to the Department for planning-related work.

Other Charges

There is a net increase of $33,749 in this expenditure category due to increased costs for ISD telephone and automation charges, motor vehicle mileage, facility rental, internal banking, auto liability insurance, and County security charges.

Fixed Assets

There is no change in this expenditure category.

Other Financing Uses

There is a net increase of $2,597 in this expenditure category due to increased Department share in the 10 percent Facility Surcharge.

Intrafund Transfers

There is no change in this expenditure category.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 7.3 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $210,324 or 2.8 percent in this Department's General Fund allocation.

Administration and Support (3810P)

Program Locator

County > Community Services > Planning and Building >**Administration and Support**

Program Outcome Statement

Leadership and internal operational support to the Department

Program Results

The Administration and Support Program offers direction and guidance to all programs within the Department. This Program provides fiscal oversight, contracts administration, payroll processing, personnel administration, budget development and monitoring, word processing, graphics, procurement services, Information Technology (IT) and Geographical Information Services (GIS), and administrative support to these programs.

Due to the COVID-19 pandemic, the Program quickly equipped all staff with the necessary tools, information, and support to work remotely. The Program deployed laptops and cell phones to staff, provided training, and updated the Department's website to provide current information. Program staff also secured a contract for virtual building inspections, completed the customization of the Qmatic electronic queuing system to allow virtual appointments, and started operating a customer service window two days a week. Concurrent with these efforts is the continued work to improve and expand the capability of the Accela permit tracking system to achieve better efficiencies for staff and the customers. Fifteen permit types can now be processed online as a result of the Accela Upgrade. Program staff is working with the Accela vendor and third-party consultants to introduce e-check as another form of payment for added convenience to the public. In conjunction with the Accela Upgrade project, Program staff also updated the Building Fee Schedule to simplify the fees and bring the fees closer to cost recovery.

In FY 2021-23, the Administration and Support Program will continue its efforts to support the Accela Upgrade Project to improve the planning permit process and create new modules for Code Compliance and cannabis permitting. The program will also start the electronic conversion of paper files; start review of procurement practices to ensure that small businesses, minority-owned businesses, and women-owned businesses have an equal opportunity to compete; and collaborate with the County's GIS team to update GIS layers.

Performance Measures

Number of Contractors Who Respond to Request for Proposals or Other Procurement Solicitations, Disaggregated by Type: Small Business Enterprise (SBE), Minority Owned Business Enterprise (MBE), or Women-Owned Business Enterprise (WBE)

Planning and Building does not currently collect data on its contractors related to whether they are Small Business Enterprise (SBE), Minority Owned Business Enterprise (MBE), or Women-Owned Business Enterprise (WBE). However, beginning FY 2021-22, the Department will collect this information as baseline data through a questionnaire/survey to existing contractors. The Department will make good faith efforts to outreach and encourage the participation of SBEs, MBEs, and WBEs in the Departments Request for Proposals (RFPs) and other procurement process, including using any existing registrars of such businesses. Collecting this data is important to allow the Department to see its contracting trends and to validate whether these businesses are given equal opportunity to compete. The Department will review the baseline data to come up with a reasonable goal for FY 2022-12, while also concurrently seeking to identify qualified SBEs, MBEs, and WBEs that can be included in the Departments potential vendor mailing list.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Contractors Who Respond to Request for Proposals or Other Procurement Solicitations, Disaggregated by Type: Small Business Enterprise (SBE), Minority Owned Business Enterprise (MBE), or Women-Owned Business Enterprise (WBE)	--	--	--	2 per RFP	2 per RFP

New Measure: Prior year data is not available.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Administration and Support (3810P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,516,791	2,885,582	2,794,820	2,832,820	38,000	1,323,956	(1,508,864)
Total Requirements	2,565,603	2,618,785	3,973,010	1,323,956	(2,649,054)	1,101,456	(222,500)
Net County Cost	48,812	(266,797)	1,178,190	(1,508,864)	(2,687,054)	(222,500)	1,286,364
Salary Resolution	14.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	14.0	19.0	18.9	19.0	0.1	19.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($12,234). Net funding adjustments in FY 2022-23 total $2,452,320.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(2,636,820)	(2,674,820)
Gross Appropriations	(3,140,285)	(222,500)
Intrafund Transfers	491,231	—
Contingencies/Dept Reserves	—	—
Net County Cost	(12,234)	2,452,320
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,674,820	1,165,956
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(2,674,820)	(1,165,956)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	38,000	(1,508,864)
Gross Appropriations	(3,140,285)	(222,500)
Intrafund Transfers	491,231	—
Contingencies/Dept Reserves	—	—
Net County Cost	(2,687,054)	1,286,364
Positions	—	—

Code Compliance Program (3820P)

Program Locator

County > Community Services > Planning and Building >**Code Compliance Program**

Program Outcome Statement

To maintain quality of life and protect the environment by enforcing regulations that protect private property and address unsafe living conditions

Program Results

During FY 2019-21, the Code Compliance Program made significant progress with enforcement efforts despite significant staff reductions. As a result of the COVID-19 pandemic, program staff began working remotely while maintaining a high level of service to the public. The Program continued its partnerships with many County departments to increase community outreach and improve the quality of life throughout the county. For example, the Program created several educational flyers and handouts in Spanish and Chinese. Staff conducted training for Sheriff deputies on the Coast and Bayside to increase their understanding of resources available through the Code Compliance Program. Staff partnered with the Homeless Outreach Team to help identify homeless encampments and provide assistance to the homeless throughout the county. Code Compliance staff finalized regulations that make landlords responsible to relocate tenants out of substandard living conditions (Red Tag Ordinance) and created a handout in three languages (Spanish, Chinese, and English) which explains the process to both tenants and landlords. The overall impact of the actions of Code Compliance staff improves the quality of life for residents countywide.

In FY 2021-23, the Program expects to increase community outreach to all unincorporated areas to identify any specific neighborhood concerns. This will involve community meetings, neighborhood walks, and informational notices printed in the language of the residents. To meet this goal, a high priority of the Code Compliance Program includes filling staffing vacancies. This will allow the formation of a North Fair Oaks outreach team that will focus on addressing the specific concerns of this community. Improved staffing levels will help to increase response time to concerns and complaints of county residents. Enhancements to Accela for Code Enforcement Program are also key priorities for FY 2021-23 and will help to improve efficiencies, data collection, and tracking of cases.

Performance Measures

Number of Code Compliance Violation Cases Closed as a Percent of Complaints Received

The Code Compliance Division helps to ensure that buildings and properties in unincorporated county are constructed and maintained in compliance with health and safety standards by responding to complaints submitted to the Department. Currently, Code Compliance responds to and investigates complaints as they are received. Tracking this metric will assist the Department in its efforts to allocate resources equitably across all communities.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Code Compliance Violation Cases Closed as a Percent of Complaints Received	97%	98%	95%	95%	95%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Code Compliance Program (3820P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	–	186,690	180,000	180,000	–	202,446	22,446
Total Requirements	1,176,129	1,113,436	1,966,506	2,226,732	260,226	2,251,969	25,237
Net County Cost	1,176,129	926,747	1,786,506	2,046,732	260,226	2,049,523	2,791
Salary Resolution	7.0	7.0	7.0	7.0	–	7.0	–
Funded FTE	7.0	7.0	6.9	7.0	0.1	7.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $260,226. Net funding adjustments in FY 2022-23 total $2,791.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	–	22,446
Gross Appropriations	260,226	25,237
Intrafund Transfers	–	–
Net County Cost	260,226	2,791
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	–	22,446
Gross Appropriations	260,226	25,237
Intrafund Transfers	–	–
Net County Cost	260,226	2,791
Positions	–	–

Long Range Planning Services (3830P)

Program Locator

County > Community Services > Planning and Building >**Long Range Planning Services**

Program Outcome Statement

To promote sustainable development by updating land use and environmental plans, regulations, and procedures

Program Results

In FY 2019-21, the Long Range Planning Program completed a number of efforts: the North Fair Oaks Phases 2-B and 3 Zoning Density Bonus Regulations; obtained SB-2 and LEAP Grants for North Fair Oaks Rezoning; updated Planned Unit Development Regulations for Moss Beach affordable housing site; amended Planned Agriculture District and Subdivision Regulations consistent with Coastal Act Policies; drafted updates to the County's tree removal regulations; completed new Child Care Zoning Regulations; launched update to the County's General Plan Housing Element completed Connect the Coastside Comprehensive Transportation Management Plan; updated Accessory Dwelling Unit Regulations; participated in Home for All Initiative to address housing, transportation, and infrastructure needs, and in the County's Transportation Working Group; completed the pilot phase of a Second Unit Amnesty Program to certify habitability of unauthorized dwelling units; participated in the implementation of the Local Hazard Mitigation Plan (LHMP) (e.g., coordinating fuel reduction, flood control, and sea-level rise adaptation projects and policies) and collaborated with Offices of Emergency Services and Sustainability in launching the LHMP update; supported the Middlefield Junction precise planning efforts; and complied with new water quality protection requirements through cross-agency collaboration to implement the County's Green Infrastructure Plan.

The following are the Long Range Planning Program's goals and expectations for FY 2021-23:

- Contribute to the Home for All initiative
- Complete Plan Princeton
- Update to the County's Housing Element
- Update the Local Hazard Mitigation Plan and the Man-Made and Natural Hazards General Plan Elements
- Update the County's Green Infrastructure Plan
- Collaborate with the Office of Sustainability to update the County's Energy Efficiency and Climate Action Plan
- Create an Environmental Justice General Plan Element, pursuant to SB 1000
- Commence work on Local Coastal Program Updates to address sea level rise and coastal erosion
- Complete the North Fair Oaks Community Plan rezoning initiatives
- Complete updates to County ordinances regarding trees, child care, and accessory structures

Performance Measures

Creation and Implementation of a Racial Equity Toolkit to Formulate and Implement Project Outreach Strategies and Evaluate the Impact of New and Ongoing Policy and Program Efforts

Other jurisdictions, such as the City of Seattle, have developed Racial Equity Tools to integrate explicit consideration of racial equity in decision-making. The Long Range Planning program intends to use a similar approach, creating a toolkit to guide community engagement to ensure equitable access for all and to evaluate proposed policies with a racial equity lens. The toolkit would be developed during FY 2021-22 and be utilized on a pilot basis, and refined and applied to all new projects beginning in FY 2022-23. Applying the toolkit could help identify specific populations that must be reached during a planning process and influence the outreach and engagement strategy and policy proposals. For example, the toolkit could include guidance to evaluate U.S. Census and other demographic data to identify and engage minority, low-income, people with disabilities, and others in the outreach design and formulation of policy. The toolkit would also include criteria for evaluating the efficacy of the policy proposal or program to meet the needs of underserved or underrepresented populations. Once developed and finalized, the program intends to apply the toolkit to all future projects. Prior data is unavailable as this is a new measure; data is forthcoming.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Creation and Implementation of a Racial Equity Toolkit to Formulate and Implement Project Outreach Strategies and Evaluate the Impact of New and Ongoing Policy and Program Efforts	--	--	--	--	--
New Measure: Data will begin to be collected in FY 2021-22.					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Long Range Planning Services (3830P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	154,272	(39,508)	941,532	260,149	(681,383)	870,149	610,000
Total Requirements	662,450	304,412	1,775,537	1,103,080	(672,457)	1,663,454	560,374
Net County Cost	508,178	343,921	834,005	842,931	8,926	793,305	(49,626)
Salary Resolution	2.0	3.0	3.0	3.0	–	3.0	–
Funded FTE	2.0	3.0	2.9	3.0	0.1	3.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $8,926. Net funding adjustments in FY 2022-23 total ($19,126).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(681,383)	–
Gross Appropriations	(335,773)	(19,126)
Intrafund Transfers	(336,684)	–
Net County Cost	8,926	(19,126)
Positions	–	–

2. LEAP Grant: This action appropriates anticipated grant revenues awarded by the California Department of Community for the Local Early Action Planning (LEAP) Grants Program. Five percent of the grant is allowed for administrative overhead.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	300,000
Gross Appropriations	–	285,000
Intrafund Transfers	–	–
Net County Cost	–	(15,000)
Positions	–	–

3. PGP Grant: This action appropriates anticipated grant revenues awarded by the California Department of Community for the Planning Grants Program (PGP). Five percent of the grant is allowed for administrative overhead.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	310,000
Gross Appropriations	–	294,500
Intrafund Transfers	–	–
Net County Cost	–	(15,500)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(681,383)	610,000
Gross Appropriations	(335,773)	560,374
Intrafund Transfers	(336,684)	–
Net County Cost	8,926	(49,626)
Positions	–	–

Building Inspection (3842P)

Program Locator

County > Community Services > Planning and Building > **Building Inspection**

Program Outcome Statement

Protects public health and safety by enforcing building codes

Program Results

Building Inspection Services helps ensure that permitted construction within the unincorporated area of San Mateo County meets current building code standards and County regulations.

In FY 2019-21, staff continued collaboration with the Department's Accela Team to build a more efficient, streamlined, and robust Accela permit tracking system that allows more permits types to be submitted online. Implementation of the Electronic Document Review process allows applicants to submit plans and documents online 24 hours a day, seven days a week.

Building Inspection Services' notable accomplishments in FY 2019-21 include:

- Implementing remote video inspections and other business practice changes that accommodate the public through appointments
- Creating a customer service window to assist the public face-to-face
- Setting up online applications and payment through the Building Counter email and Accela Citizens Access (ACA) for 15 permit types
- Exceeding goal for percent of applications received and processed online with 17 percent for FY 2019-20, and 23 percent so far in FY 2020-21
- Despite the pandemic, processing 2,294 permits in FY 2019-20 (six permits short of the target of 2,300)
- Continuing services virtually, including property research, addressing, and public records requests
- Continuing collaboration with Planning Development Unit and Public Works on capital projects

For FY 2021-23, Building Inspection Services will focus on the completion of the final phases of Accela, including change management support and training to staff and the public. Expanding permit submissions online will result in increased convenience for the public and lower number of in-person visits to the office.

The County of San Mateo continues to maintain an Insurance Service Office (ISO) rating of 2 (in a range from 1 to 10 with 1 being the best). The County of San Mateo is in the top 17 percent of all cities and counties within California with respect to ISO ratings.

Performance Measures

Number of Building Permits Issued for New Accessory Dwelling Units (ADUs)

San Mateo County is in extreme need of affordable housing for all income levels. Accessory Dwelling Units (ADUs), or second units, are an important and beneficial source of affordable housing that plays a role in addressing the County's housing needs. The County's Second Unit Ordinance promotes, facilitates, and incentivizes the production of ADUs, and the process of building an ADU has been simplified to only require a building permit. Beginning in FY 2021-22, the Department will track the number and location of building permits issued for ADUs and monitor the time it takes to issue the permit. This data will help the Department identify any disparities among unincorporated communities and formulation of policies and outreach, as needed, to increase the number of ADUs in identified communities.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Building Permits Issued for New Accessory Dwelling Units (ADUs)	--	6 ADUs	19 ADUs	15 ADUs	15 ADUs
This is a new measure and limited prior year data is available at this time: FY 2019-20 actuals reflect data for January through June 2020 only.					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Building Inspection (3842P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	3,878,052	3,800,336	4,480,262	4,581,935	101,673	5,498,110	916,175
Total Requirements	4,189,326	4,476,949	5,028,578	6,390,337	1,361,759	6,452,713	62,376
Net County Cost	311,273	676,612	548,316	1,808,402	1,260,086	954,603	(853,799)
Salary Resolution	19.0	20.0	20.0	20.0	–	20.0	–
Funded FTE	19.0	20.0	20.0	20.0	–	20.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $1,260,086. Net funding adjustments in FY 2022-23 total ($853,799).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	101,673	916,175
Gross Appropriations	1,219,013	62,376
Intrafund Transfers	142,746	–
Net County Cost	1,260,086	(853,799)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	101,673	916,175
Gross Appropriations	1,219,013	62,376
Intrafund Transfers	142,746	–
Net County Cost	1,260,086	(853,799)
Positions	–	–

Planning and Development Review (3843P)

Program Locator

County > Community Services > Planning and Building > **Planning and Development Review**

Program Outcome Statement

Enhance quality of life and the environment through implementation of land use, development, and environmental regulations

Program Results

Planning and Development Review processes 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 now virtual Development Review Center, staff receives and reviews plans and permit applications, and provides 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. Planning and Development Review also provides project coordination, research and analysis, and reports and recommendations regarding proposed development to numerous Boards, Commissions, and Committees.

In FY 2019-21, Planning and Development Review:

- Continued work with Administration and Building Inspection to improve the functionality of the permit tracking system and other new systems required to support remote work (e.g. electronic plan review, virtual inspections)
- Processed a high volume of planning permits and building permit plan checks using new electronic tools
- Monitored post-approval condition compliance for major projects under construction
- Developed policies and procedures for implementing new state and local regulations including North Fair Oaks zoning, second unit, cannabis, short term rental, and child care facilities regulations, and new affordable housing and fire safety statutes

In FY 2021-23, Planning and Development Review will continue work on the following projects:

- Updating and standardizing zoning counter and permit processing forms and procedures to improve customer service
- Developing an ongoing training program for planners including completion of Standard Operating Procedures to increase consistency and efficiency
- Developing a standard system for tracking conditions of approval and mitigation measures during project construction
- Updating and improving the functionality of the Department's website, Geographic Information System, and electronic file storage, retrieval, and archiving

Performance Measures

Access to Planning and Building Permit Data by Community

Planning and Building, as part of the County's website update program, will reorganize the Department's website to make planning permit information also available by community and track the number of visits to each community page, to ensure equal access to relevant information across communities. Planning permit information is currently provided on the website by permit type, not by community. Given the diversity of communities Planning and Building serves within the unincorporated area (urban, rural, agricultural, resource management/open space), the permits required for development can differ substantially. Creating a separate web-page for each community that would outline applicable requirements will provide better customer service. The Department's target in FY 2021-22 will be to implement the website upgrades, then track the number of site visits to each community page to help gauge the Department's ability to reach each community; this data can be supplemented by continuing to administer a revised Customer Service Survey, to understand not only site use, but also satisfaction and ease of use as well.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Access to Planning and Building Permit Data by Community	--	--	--	Implement website upgrades	Begin tracking data by community

New Measure: Prior year data is not available.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Planning and Development Review (3843P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,653,484	1,295,053	1,343,928	1,378,928	35,000	1,693,886	314,958
Total Requirements	3,779,480	4,125,471	4,289,360	5,524,420	1,235,060	5,663,972	139,552
Net County Cost	2,125,996	2,830,418	2,945,432	4,145,492	1,200,060	3,970,086	(175,406)
Salary Resolution	16.0	18.0	18.0	18.0	—	18.0	—
Funded FTE	16.0	18.0	18.0	17.5	(0.5)	17.5	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $1,200,060. Net funding adjustments in FY 2022-23 total ($175,406).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	35,000	314,958
Gross Appropriations	1,235,060	139,552
Intrafund Transfers	—	—
Net County Cost	1,200,060	(175,406)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	35,000	314,958
Gross Appropriations	1,235,060	139,552
Intrafund Transfers	—	—
Net County Cost	1,200,060	(175,406)
Positions	—	—

Local Agency Formation Commission (3570B)

Department Locator

County > Community Services > **Local Agency Formation Commission (LAFCo)**

Mission Statement

Local Agency Formation Commission (LAFCo) encourages annexation of urban unincorporated areas to cities to ensure city and special district organization and boundary changes comply with state law, and completes State-mandated studies in compliance with state law.

Overview

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 open space lands
- Review and approve or disapprove organizational change applications for the 20 cities, 22 independent special districts, and 33 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 2019-21 work programs included processing various city and special district annexations; completing a municipal service review for the San Mateo Resource Conservation District; initiating municipal service reviews for bayside cities; adopting policies regarding service extensions, service reviews, spheres of influence, the LAFCo budget process, and proposal evaluation; and completing an outside audit.

Program priorities for FY 2021-23 include the completion of the first municipal service reviews for six bayside cities and second round State-mandated municipal service reviews for countywide and regional special districts and the 20 cities; service reviews for County Service Area 11 and for the City of East Palo Alto, East Palo Alto Sanitary District, and West Bay Sanitary District; continued updates to the Commission's Policies and Procedures; various outreach activities regarding potential annexation plans and agreements to encourage cities to annex areas in their spheres; and work with cities and districts to improve availability of municipal service to infill areas to respond to the area's housing shortage.

Local Agency Formation Commission (3570B)
Local Agency Formation Commission Trust Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	—	—	—	—	—	—	—
Use of Money and Property	(966)	(1,452)	—	—	—	—	—
Intergovernmental Revenues	277,034	327,370	362,958	421,695	58,737	503,835	82,140
Charges for Services	14,424	20,040	28,000	30,000	2,000	30,000	—
Interfund Revenue	143,447	163,885	181,479	210,848	29,369	251,918	41,070
Miscellaneous Revenue	—	37,217	4,000	134,000	130,000	4,000	(130,000)
Total Revenue	**433,939**	**547,060**	**576,437**	**796,543**	**220,106**	**789,753**	**(6,790)**
Fund Balance	129,411	148,836	152,367	100,008	(52,359)	61,131	(38,877)
Total Sources	**563,350**	**695,896**	**728,804**	**896,551**	**167,747**	**850,884**	**(45,667)**
Salaries and Benefits	352,673	457,711	468,604	481,102	12,498	481,686	584
Services and Supplies	17,192	43,726	119,904	268,653	148,749	220,508	(48,145)
Other Charges	44,650	42,091	79,165	85,665	6,500	87,559	1,894
Gross Appropriations	**414,515**	**543,528**	**667,673**	**835,420**	**167,747**	**789,753**	**(45,667)**
Intrafund Transfers	—	—	—	—	—	—	—
Net Appropriations	**414,515**	**543,528**	**667,673**	**835,420**	**167,747**	**789,753**	**(45,667)**
Contingencies/Dept Reserves	148,835	152,367	61,131	61,131	—	61,131	—
Total Requirements	**563,350**	**695,896**	**728,804**	**896,551**	**167,747**	**850,884**	**(45,667)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	2.0	2.0	2.0	2.0	—	2.0	—
Funded FTE	2.0	2.0	2.0	2.0	—	2.0	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $167,747 or 23 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Use of Money and Property
There is no change in this funding source.

Intergovernmental Revenues
There is a net increase of $58,737 in this funding source due to an adjustment to the LAFCo operating budget that results in increased apportionment from cities and special districts.

Charges for Services
There is a net increase of $2,000 in this funding source due to a minor increase in expected annexation charges.

Interfund Revenue
There is a net increase of $29,369 in this funding source due to an adjustment to the LAFCo operating budget that results in increased apportionment from the County.

Miscellaneous Revenue
There is a net increase of $130,000 in this funding source due to funding LAFCo expects to receive to cover the municipal service reviews for the City of East Palo Alto, East Palo Alto Sanitary District, and West Bay Sanitary District in FY 2021-22.

Fund Balance
There is a net decrease of $52,359 due to elimination of Fund Balance for one-time projects and purchases in FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements increased by $167,747 or 23 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $12,498 in this expenditure category due to negotiated salary and benefit increases.

Services and Supplies
There is a net increase of $148,749 in this expenditure category due to an overall increase in various contract services; meetings and conference expenses; and one-time computer equipment purchases.

Other Charges
There is a net increase of $6,500 in this expenditure category due to an increase in County Counsel and service charge fees including County Facility Rental Charges and General Liability Insurance. This increase was partially offset by decreases in service charges for telephones and IT as well as motor vehicle mileage costs.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in the Non-General Fund Reserves represents 7.6 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is no change in this Department's General Fund allocation. LAFCo is a zero Net County Cost department.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources decreased by $45,667 or five percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Use of Money and Property
There is no change in this funding source.

Intergovernmental Revenues
There is a net increase of $82,140 in this funding source due to an adjustment to the LAFCo operating budget that results in increased apportionment from cities and special districts.

Charges for Services
There is no change in this funding source.

Interfund Revenue
There is a net increase of $41,070 in this funding source due to an adjustment to the LAFCo operating budget that results in increased apportionment from the County.

Miscellaneous Revenue
There is a net decrease of $100,000 in this funding source due to the elimination of one-time revenue received for the municipal service reviews for the City of East Palo Alto, East Palo Alto Sanitary District, and West Bay Sanitary District in FY 2021-22.

Fund Balance
There is a net decrease of $38,877 in this funding source due to elimination of Fund Balance for one-time projects and purchases in FY 2021-22.

TOTAL REQUIREMENTS

Total Requirements decreased by $45,667 or five percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $584 in this expenditure category due to negotiated salary and benefit increases.

Services and Supplies
There is a net decrease of $48,145 in this expenditure category due to a decrease in contract special program services, an expected payment by LAFCo to the County of San Mateo in FY 2021-22 for a refund, and a decrease in computer equipment expenses. This decrease was partially offset by an increase in contract administrative services and meetings and conference expenses.

Other Charges
There is a net increase of $1,894 in this expenditure category due to A-87 expenses, general liability insurance, and County facility rental charges.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in the Non-General Fund Reserves represents 7.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is no change in this Department's General Fund allocation. LAFCo is a zero Net County Cost department.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Local Agency Formation Commission (3570B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	563,350	695,896	728,804	896,551	167,747	850,884	(45,667)
Total Requirements	563,350	695,896	728,804	896,551	167,747	850,884	(45,667)
Net County Cost	(0)	–	–	–	–	–	–
Salary Resolution	2.0	2.0	2.0	2.0	–	2.0	–
Funded FTE	2.0	2.0	2.0	2.0	–	2.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $100,008. Net funding adjustments in FY 2022-23 total $61,131.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	67,739	(106,798)
Gross Appropriations	167,747	(45,667)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Net County Cost	100,008	61,131
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

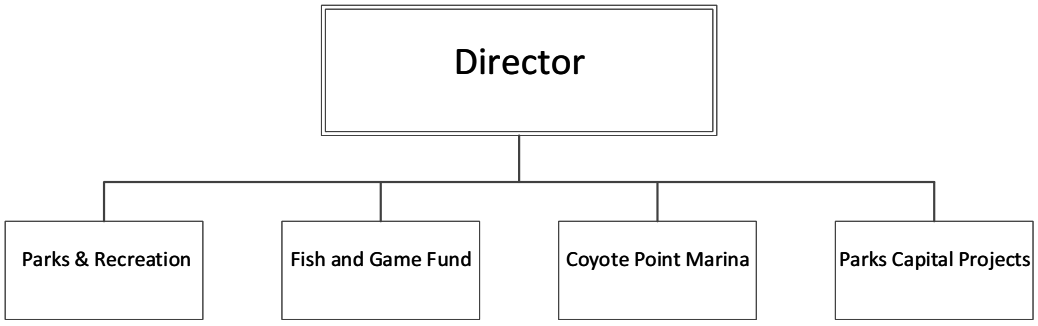
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	100,008	61,131
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(100,008)	(61,131)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	167,747	(45,667)
Gross Appropriations	167,747	(45,667)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

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PARKS DEPARTMENT



Department Locator

County > Community Services > **Parks Department**

Mission Statement

Through stewardship, the San Mateo County Parks Department preserves the county's natural and cultural treasures, and provides safe, accessible parks, recreation, and learning opportunities to enhance the community's quality of life.

Overview

The San Mateo County Parks Department ('Department") serves millions of visitors every year. Visitors have many options when visiting the County of San Mateo's unique park system. With 24 parks and recreation areas, over 16,000 acres of park land, and 190 miles of trail, the Department provides healthy outdoor activities, educational opportunities, and lasting memories.

Due to the diversity of settings in the park system, visitors can enjoy an array of recreational opportunities, including walking, running, hiking, biking, picnicking, dog walking, horseback riding, sailing, kite surfing, fishing, camping, gardening, tidepooling, learning, and playing on playgrounds.

In managing such a diverse system, the Department is responsible for maintaining and improving critical infrastructure and facilities, restoring and preserving natural resources, and providing a variety of direct visitor services.

During FY 2021-23, the Department will continue to focus on the following strategic priorities:

- Visitor Services: A major focus for the Parks Department is ensuring that its programs and community engagement efforts are equitable for all county residents. The Interpretive Program will be starting a Strategic Planning Process in FY 2021-22. Through a robust community engagement process, the plan will inform department programs, events, and strategies and ensure the department is providing authentic activities for all communities in the county.
- Natural Resource Management: Throughout FY 2021-23, the Parks Department will prioritize active stewardship activities that mitigate catastrophic wildfire threats and improve the ecological functions of parklands. The Department will commence work on projects identified as high priority by its newly-developed Wildfire Fuel Management Program. It will also complete the Forest Health Grant Projects at Huddart and Wunderlich County Parks, which will improve forest health and resiliency against fire, pests, disease, and climate change. Habitat restoration continues to be a priority, with plans underway to implement a conservation cattle grazing pilot program to benefit federally-listed butterfly habitat. Other habitat restoration initiatives continue, with riparian restoration, invasive species control, and other rare, threatened, or endangered species habitat enhancement ongoing.
- Infrastructure and Facilities: With deferred maintenance impacting visitor services and creating operational inefficiencies, the Department is focused on modernizing infrastructure systems and facilities. While most of these improvements will be unseen by park users, they are essential to ensuring continuity of services and visitor enjoyment in the parks. As park facilities are being repaired, upgraded, and/or replaced, the Department is placing high priority on improving accessibility for all users so more guests can enjoy parks. The Department is also evaluating how to improve parks with new facilities to provide new and desired services.

Department Innovations

During FY 2020-21, the Department launched a series of virtual interpretive programs and classroom programs, so the public could continue to experience the great outdoors from the safety of their home. Through Facebook Live, members of the public were able to participate in Reading with a Ranger, Campfire Songs with a Ranger, Junior Ranger events, Introduction to Nature Journaling, and environmental education webinars. The Department also hosted classroom events for elementary-age students. In FY 2020-21, over 3,200 people participated in virtual interpretive programs and classroom programs.

Mitigating the threat of catastrophic wildfires and enhancing public safety is a top priority for the Department. To improve the process of identifying, evaluating, and prioritizing critical fuel reduction projects, the Department developed its Wildfire Fuel Management Program. Through this program, the Department will be able to more efficiently and effectively treat and

maintain fuel loads throughout its system. The 5-year Wildfire Fuel Management Program, which was launched in FY 2020-21, is comprised of 32 priority projects that total over 1,800 acres of fire fuels.

Performance Measures

Percent of Reservations Made by Individuals Residing in Disadvantaged Communities within San Mateo County

The San Mateo County Parks Department ("Department") defines "disadvantaged communities" as areas throughout San Mateo County that most suffer from a combination of economic, health, and environmental burdens. These burdens include poverty, pollution, and poor health.

The Department plans to focus its outreach efforts in several disadvantaged communities, including communities in or near Redwood City, East Palo Alto, Daly City, San Mateo, and South San Francisco to ensure that individuals from these communities are encouraged to enjoy County parks and park facilities. Additionally, the Department plans to learn more about the barriers these communities experience when making reservations by primarily collecting visitor surveys. The Department will focus on the results from this newly formed performance measure as several studies have confirmed that separation from nature is detrimental to human development, health, and well-being, and that regular contact with nature is required for good mental health[1]. The Department will make improvements where it can to ensure that individuals from disadvantaged communities, which often lack opportunities and access to parks and open spaces, share in the many benefits that nature has to offer.

The Department is projecting a low percentage for FY 2020-21 because all reservation sites were closed due to the COVID-19 pandemic. The Department started hosting family camping reservations effective Memorial Day Weekend, which means only one month of reservations were considered in the estimate.

To develop targets and actuals for this measure, the Department will compare its reservation data with available data and indicators from sources such as the U.S. Census Bureau. The Department will do its best to keep the process of comparing data and indicators the same but understands there may be some changes over time as available data from external sources may change or the Department adjusts what indicators it incorporates in its definition of disadvantaged communities.

[1] Sallis, J.F., Spoon, C., Cavill, N., Engelberg, J., Gebel, K., Lou, D., Parker, M., Thornton, C.M., Wilson, A., Cutter, C.L., Ding, D. (2015, February). Making the Case for Designing Active Cities. Active Living Research. https://activelivingresearch.org/sites/activelivingresearch.org/files/MakingTheCaseReport.pdf

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Reservations Made by Individuals Residing in Disadvantaged Communities within San Mateo County	--	--	5%	15%	15%

New Measure: Prior year data is not available.

Percent of Interpretative Programs Offered to Disadvantaged Communities within San Mateo County

The goal of the Department's Interpretive Program is to provide environmental education and community engagement opportunities that cultivate a better understanding and appreciation of the natural, cultural, and recreational resources of the San Mateo County park system. Programs that are included under the umbrella of the Interpretive Program include: Take A Hike; Junior Ranger; Classroom and Field Trips; Movies in the Parks; Coyote Point Kite Festival; guided nature hikes; and the Memorial Park summer Naturalist Programs.

Performance Measures

The Interpretive Program provides programming for all who are interested, and makes special efforts to reach out to disadvantaged communities within San Mateo county to ensure equitable access to programming. The Interpretive Program works in partnership with a variety of community organizations, including those that provide services to disadvantaged communities. The Department will focus on the results from this newly formed performance measure as several studies have confirmed that separation from nature is detrimental to human development, health, and well-being, and that regular contact with nature is required for good mental health[1]. The Department will make improvements where it can to ensure that individuals from disadvantaged communities, which often lack opportunities and access to parks and open spaces, share in the many benefits that nature has to offer.

Classroom and Field Trip programs are specifically promoted to Title I schools within San Mateo county to ensure all students have access to nature and environmental education in their curriculum and studies. The Interpretive Program tracks programs offered each year and will track performance for this performance measure using the following measures: Classroom and Field Trip Programs provided in schools with at least 40 percent of students on the Free or Reduced Lunch Program List; Interpretive Programs offered in partnership with community groups that serve disadvantaged communities in San Mateo county; and programs offered in partnership with San Mateo County Health through the San Mateo County Park Rx Program. As many of the Departments programs are offered to the general public, it is not anticipated that this measure will exceed 50 percent. However, in promoting the increased knowledge and use of our parks and resources to disadvantaged communities, the Department hopes to improve the health, wellness, and lives of county residents.

[1] Sallis, J.F., Spoon, C., Cavill, N., Engelberg, J., Gebel, K., Lou, D., Parker, M., Thornton, C.M., Wilson, A., Cutter, C.L., Ding, D. (2015, February). Making the Case for Designing Active Cities. Active Living Research. https://activelivingresearch.org/sites/activelivingresearch.org/files/MakingTheCaseReport.pdf

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Interpretative Programs Offered to Disadvantaged Communities within San Mateo County	--	--	30%	33%	35%

Total Acreage of Fire Fuel Reduced

According to the U.S. Fire Administration, the elderly, African Americans, and Native Americans are disproportionately impacted by fires[1]. For this reason, and in order to protect life, natural resources, and property, the Parks Department ("Department") will continue to prioritize fire fuel reduction efforts throughout the park system. The total acreage of fire fuel reduced over the last two fiscal years totaled 595 acres, and work was performed in Huddart; Wunderlich; Quarry; Pescadero Creek; Memorial; San Bruno Mountain; San Pedro Valley; and Edgewood County parks. Locations were prioritized based on the fire hazard severity risks identified in the parks and surrounding areas.

As was evident by the CZU Lighting Complex Fires in 2020, fires can impact large areas in a short period of time. Although the benefits of fire fuel reduction efforts can be widespread, it is important to note that the Department's ability to immediately serve certain communities in San Mateo county is contingent on whether these communities are located near County park properties. Still, halting the spread of fire to new areas, reducing the size and severity of a fire within a region, and protecting air quality extends past boundaries.

Using the new Wildfire Fuel Management Program, the Department will aim to treat more acres of fire fuels than in prior years. Through this effort, the Department will mitigate the threat of catastrophic wildfires, improve public safety, and protect life, natural resources, and property.

[1] U.S. Fire Administration. (2019, November). Fire in the United States: 2008-2017, 20th Edition. Federal Emergency Management Agency. https://www.usfa.fema.gov/downloads/pdf/publications/fius20th.pdf

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Total Acreage of Fire Fuel Reduced	295	300	300	375	375

Parks Department (3900D)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	3,966,773	8,750,140	16,927,174	10,476,038	(6,451,136)	7,144,262	(3,331,776)
Licenses, Permits and Franchises	–	–	–	–	–	–	–
Fines, Forfeitures and Penalties	14,588	9,055	9,500	9,500	–	9,500	–
Use of Money and Property	229,245	231,378	249,599	264,378	14,779	269,268	4,890
Intergovernmental Revenues	63,627	55,373	2,831,839	27,000	(2,804,839)	27,000	–
Charges for Services	3,643,480	2,749,999	2,276,540	3,175,356	898,816	3,453,967	278,611
Interfund Revenue	43,517	945	999	999	–	999	–
Miscellaneous Revenue	382,255	403,362	108,918	99,918	(9,000)	99,918	–
Other Financing Sources	27,263	3,784,307	29,880,243	7,103,886	(22,776,357)	13,887,180	6,783,294
Total Revenue	**8,370,748**	**15,984,558**	**52,284,812**	**21,157,075**	**(31,127,737)**	**24,892,094**	**3,735,019**
Fund Balance	7,056,817	6,884,143	7,203,183	6,553,603	(649,580)	6,553,603	–
Total Sources	**15,427,565**	**22,868,701**	**59,487,995**	**27,710,678**	**(31,777,317)**	**31,445,697**	**3,735,019**
Salaries and Benefits	10,749,298	12,402,251	13,636,644	14,324,483	687,839	14,419,298	94,815
Services and Supplies	5,304,529	6,398,179	10,816,027	4,916,906	(5,899,121)	5,057,217	140,311
Other Charges	3,434,178	3,568,441	2,499,068	2,682,830	183,762	2,691,713	8,883
Fixed Assets	1,563,378	4,092,524	30,227,850	6,460,300	(23,767,550)	100,000	(6,360,300)
Other Financing Uses	830,128	3,814,723	11,278,990	7,471,231	(3,807,759)	17,508,919	10,037,688
Gross Appropriations	**21,881,512**	**30,276,117**	**68,458,579**	**35,855,750**	**(32,602,829)**	**39,777,147**	**3,921,397**
Intrafund Transfers	(616,838)	(177,293)	(307,414)	(50,000)	257,414	(50,000)	–
Net Appropriations	**21,264,673**	**30,098,824**	**68,151,165**	**35,805,750**	**(32,345,415)**	**39,727,147**	**3,921,397**
Contingencies/Dept Reserves	2,130,357	2,459,722	2,526,759	2,599,501	72,742	2,599,501	–
Non-General Fund Reserves	3,400,839	4,139,391	3,100,535	3,954,102	853,567	3,954,102	–
Total Requirements	**26,795,869**	**36,697,937**	**73,778,459**	**42,359,353**	**(31,419,106)**	**46,280,750**	**3,921,397**
Net County Cost	**11,368,305**	**13,829,237**	**14,290,464**	**14,648,675**	**358,211**	**14,835,053**	**186,378**
Salary Resolution	75.0	77.0	77.0	77.0	–	77.0	–
Funded FTE	75.0	76.8	76.9	77.0	0.1	77.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $31,777,317 or 53.4 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $6,451,136 in this funding source due to the completion of projects with one-time Measure K revenue for operations, maintenance, and capital projects, including Parkwide Paving, Pescadero Old Haul Road Repairs, Reimagine Flood Park, fire fuel reduction, Sanchez Adobe Renovation, and Ranger Residence Improvements. This decrease was partially offset by an increase in new one-time Measure K funding for operations, maintenance, and capital projects, including fire fuel reduction, Parkwide Paving, and Reimagine Flood Park.

Licenses, Permits, and Franchises

There is no change in this funding source.

Fines, Forfeitures, and Penalties

There is no change in this funding source.

Use of Money and Property

There is an increase of $14,779 in this funding source due to an increase in revenue from contractually agreed upon fee adjustments and interest earned from the County Investment Pool.

Intergovernmental Revenues

There is a net decrease of $2,804,839 in this funding source primarily due to the elimination of one-time grant funding for the Tunitas Creek Beach Improvement Project, San Vicente Creek Restoration Project, removal of vessels at Coyote Point Marina, and the Marbled Murrelet Restoration and Corvid Management program. This decrease was partially offset by an increase in new grant funding for the Marbled Murrelet Restoration and Corvid Management program.

Charges for Services

There is a net increase of $898,816 in this funding source primarily due to an increase in revenue from reservation sites reopening with the development and distribution of COVID-19 vaccines, and berth rentals based on actuals as well as expected fee increases. This increase was partially offset by a decrease in revenue due to adjustments made based on actuals.

Interfund Revenue

There is no change in this funding source.

Miscellaneous Revenue

There is a decrease of $9,000 in this funding source due to the elimination of a one-time reimbursement for an event that was budgeted in FY 2020-21.

Other Financing Sources

There is a net decrease of $22,776,357 in this funding source primarily due to the elimination of one-time revenue, including several projects funded by the John and Gwen Smart Foundation, Tunitas Creek Beach Trust Fund, and Non-Departmental Services. This decrease was partially offset by an increase in previously accepted donations from the John and Gwen Smart Foundation for projects that benefit the Coyote Point Recreation Area; Non-Departmental Services' rollover and new funding for capital projects; and previously-accepted state funding for the County's management of San Bruno Mountain State and County Park.

Fund Balance

There is a net decrease of $649,580 in this funding source due to the elimination of one-time revenue. This decrease is partially offset by an increase in Fund Balance projected for the Coyote Point Marina due to higher-than-anticipated revenue and less than expected expenditures in FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements decreased by $31,419,106 or 42.6 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $687,839 in this expenditure category primarily due to the creation of a limited term position; addition of several extra help positions; and negotiated salary and benefit increases. This increase was partially offset by the elimination of one-time appropriations associated with Park Aide positions paid for by Measure K.

Services and Supplies

There is a net decrease of $5,899,121 in this expenditure category primarily due to the elimination of one-time Measure K funded operations and maintenance projects. This decrease was partially offset by an increase in new one-time Measure K funded operations and maintenance projects, including fire fuel reduction, fencing repairs, playground improvements, and trail maintenance projects. The balance of the changes are adjustments to eliminate other one-time appropriations and meet budget targets.

Other Charges

There is a net increase of $183,762 in this expenditure category primarily due to increases associated with service charges, including risk, information technology, and facility. This increase was partially offset by a reduction in other service charges, including radio, telephone, and auto liability.

Fixed Assets

There is a net decrease of $23,767,550 in this expenditure category due to the elimination of one-time appropriations for large equipment purchases and capital projects, including Reimagine Flood Park; the Tunitas Creek Beach Improvement Project; Memorial Park Facility Replacement Project; and Sanchez Adobe Renovation. This decrease was partially offset by an increase in appropriations for large equipment purchases to replace aged equipment and new capital projects, including the second phase of the Memorial Park Facility Replacement Project and the Coyote Point Sewer and Water Distribution Upgrade projects.

Other Financing Uses

There is a net decrease of $3,807,759 in this expenditure category primarily due to the elimination of one-time appropriations for capital projects that were managed by the Department of Public Works, including Parkwide Paving; Coyote Point Eastern Promenade Rejuvenation Project; and the Coyote Point Water Distribution Upgrade Project. This decrease was partially offset by an increase in new and rollover appropriations for capital projects that will be managed by the Department of Public Works, including Parkwide Paving; the Quarry Park Non-Potable Water Line project; Coyote Point Eastern Promenade Rejuvenation Project; and the Memorial Park Emergency Generators Construction project.

Intrafund Transfers

There is a net decrease of $257,414 in this expenditure category due to the elimination of one-time appropriations from Non-Departmental Services for GIS development and the metal out building at Devil's Slide Trail.

Contingencies/Departmental Reserves

There is an increase of $72,742 in this expenditure category due to projected cost savings in FY 2020-21. The balance in General Fund Reserves represents 12.4 percent of Net Appropriations, which exceeds the County 2 percent Reserves policy. There is an increase of $853,567 in Non-General Fund Reserves due to projected cost savings and higher than anticipated

revenue. The balance in Non-General Fund Reserves represents 26.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $358,211 or 2.5 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources increased by $3,735,019 or 13.5 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of $3,331,776 in this funding source due to the elimination of one-time Measure K revenue for operations, maintenance, and capital projects, including the second phase of the Memorial Park Facility Replacement Project; Memorial Park Water System; fire fuel reduction; Parkwide Paving; and Reimagine Flood Park. This decrease was partially offset by an increase in new one-time Measure K funding for operations, maintenance, and capital projects, including the Reimagine Flood Park; Coyote Point Sewer System; Coyote Point Water Distribution Upgrade; Huddart Park Water Distribution System; fire fuel reduction; and Homestead Sewer System projects.

Licenses, Permits, and Franchises

There is no change in this funding source.

Fines, Fees, and Forfeitures

There is no change in this funding source.

Use of Money and Property

There is an increase of $4,890 in this funding source due to an increase in revenue from contractually agreed upon fee adjustments.

Intergovernmental Revenues

There is no change in this funding source.

Charges for Services

There is a net increase of $278,611 in this funding source due to an increase in revenue from reservation sites reopening with the development and distribution of COVID-19 vaccines, and berth rentals based on expected fee increases. This increase was partially offset by a decrease in revenue due to the planned closure of Flood Park for major park improvements in FY 2022-23.

Interfund Revenue

There is no change in this funding source.

Miscellaneous Revenue

There is no change in this funding source.

Other Financing Sources

There is a net increase of $6,783,294 in this funding source primarily due to one-time capital project funding for Reimagine Flood Park. This increase was partially offset by a decrease due to the elimination of one-time project funding for the Tunitas Creek Beach Improvement Project and from the John and Gwen Smart Foundation for projects that benefit the Coyote Point Recreation Area.

Fund Balance
There is no change in this funding source.

TOTAL REQUIREMENTS
Total Requirements increased by $3,921,397 or 9.3 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $94,815 in this expenditure category primarily due to negotiated salary and benefit increases, and budgeted increases for extra help positions. This increase was partially offset by the elimination of one-time appropriations associated with Park Aide positions paid for by Measure K.

Services and Supplies
There is a net increase of $140,311 in this expenditure category primarily due to an increase in operations and maintenance project appropriations, including fire fuel reduction; playground improvements; trail maintenance; and other repairs. This increase was partially offset by the elimination of one-time Measure K appropriations for operations and maintenance related projects from FY 2021-22.

Other Charges
There is an increase of $8,883 in this expenditure category due to increases associated with security, information technology, and facility service charges.

Fixed Assets
There is a net decrease of $6,360,300 in this expenditure category primarily due to the elimination of one-time large equipment and capital project appropriations from FY 2021-22, including the second phase of the Memorial Park Facility Improvement Project; Memorial Park Water System; Reimagine Flood Park; South Ridge Fire Road; Coyote Point Sewer System; and Coyote Point Water Distribution Upgrade Project. This decrease was partially offset by an increase in new Measure K appropriations for operations and maintenance projects, and large equipment purchases.

Other Financing Uses
There is a net increase of $10,037,688 in this expenditure category primarily due to one-time appropriations for Reimagine Flood Park; the Huddart Park Water System; and the Coyote Point Sewer and Water Distribution Upgrade projects. This increase was partially offset by the elimination of one-time capital project appropriations for the Coyote Point Eastern Promenade Rejuvenation Project, Parkwide Paving, and Memorial Park Emergency Generators Construction project.

Intrafund Transfers
There is no change in this expenditure category.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in General Fund Reserves represents 12.6 percent of Net Appropriations, which exceeds the County two percent Reserves policy. There are no major changes to Non-General Fund Reserves. The balance in Non-General Fund Reserves represents 20.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST
There is an increase of $186,378 or 1.3 percent in this Department's General Fund allocation.

Parks Administration (3900B)

Program Locator

County > Community Services > Parks Department > **Parks and Recreation**

Program Outcome Statement

Ensure access to open spaces and park facilities and manage natural and cultural resources

Program Results

The Parks Department ('Department") provides administration and support services, natural resource management, operations and maintenance, and visitor services to ensure everyone has an opportunity to enjoy the many recreational experiences offered within County parks, including hiking, biking, dog walking, horseback riding, camping, picnicking, bird watching, tidepooling, and more.

The operation and maintenance of 24 parks and recreation areas, including over 16,000 acres of land and 190 miles of trail, requires significant resources to manage. Due in large part to the excellent work of the Department's field staff and support staff, alongside ongoing Measure K funding, the Department has achieved exceptional visitor satisfaction survey results for the last several fiscal years. As a result of the COVID-19 pandemic, the Department has seen an unprecedented increase in visitor numbers and anticipates this trend will continue throughout FY 2021-22. The Department's Natural Resource Management team also plays a critical role in protecting, restoring, and preserving natural resources throughout the County's park system.

Administration and support services include accounting and budgeting, communications, office administration, payroll and personnel, performance management, planning, policy development and implementation, procurement, and reservations.

In FY 2021-22 and FY 2022-23, the Department will continue to prioritize improving infrastructure and facilities, natural resource management, and visitor services. This includes implementation of the new Wildfire Fuel Management Program to mitigate the threat of catastrophic wildfires, improve public safety, and enhance forest health. The Department will further continue to modernize facilities and infrastructure, so it can provide more efficient and reliable services to guests and create operational efficiencies. The Department will also focus on increasing the diversity of park visitors. This will be achieved, in part, through the development of an Interpretive Program Strategic Plan that will provide authentic services to more diverse communities.

Performance Measures

Percent of Parks Staff that Meet the Parks Department's Equity Training Requirement

The Parks Department ("Department") is committed to educating its workforce on matters regarding equity and diversity, so all visitors feel welcomed in County parks. The Departments newly formed Parks Equity Committee will lead identification and development of an equity training program for staff. The program will include parks-specific equity training, so staff can more easily apply their learning on the job. Using visitor and staff surveys, the Department will ultimately seek to understand how the program has impacted staff and park visitors.

The Parks Equity Committee will convene for its first meeting at the end of FY 2020-21, and will use much of FY 2021-22 to develop the training program. With the training program estimated to launch at the end of FY 2021-22, targets for this measure are low in the first year and will increase to 90 percent in the second year.

It is important to note that the Department will not simply focus on training. The Department is aware that the key to improving training is to make it part of a wider program of change[1]. Through visitor and staff surveys, Department management and the Parks Equity Committee will collaborate to make data-driven reforms, so the Department can be a more inclusive and equitable place to work and visit.

Performance Measures

[1] Dobbin, F., & Kalev, A. (2018). Why Doesn't Diversity Training Work? The Challenge for Industry and Academia. Anthropology Now, 10(2), 48-55.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Parks Staff that Meet the Parks Department's Equity Training Requirement	--	--	0%	50%	90%
New Measure: Prior year data is not available.					

Parks Administration (3900B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	2,343,541	4,586,788	5,499,673	3,914,262	(1,585,411)	3,394,262	(520,000)
Licenses, Permits and Franchises	–	–	–	–	–	–	–
Fines, Forfeitures and Penalties	12,638	8,024	8,000	8,000	–	8,000	–
Use of Money and Property	147,299	152,740	219,599	223,878	4,279	228,768	4,890
Intergovernmental Revenues	19,669	55,373	89,872	27,000	(62,872)	27,000	–
Charges for Services	2,202,474	1,241,116	892,080	1,669,896	777,816	1,923,507	253,611
Interfund Revenue	43,517	945	999	999	–	999	–
Miscellaneous Revenue	356,923	90,798	108,918	99,918	(9,000)	99,918	–
Other Financing Sources	3,777	67,335	922,751	416,870	(505,881)	141,000	(275,870)
Total Revenue	**5,129,837**	**6,203,118**	**7,741,892**	**6,360,823**	**(1,381,069)**	**5,823,454**	**(537,369)**
Fund Balance	3,050,030	3,169,601	3,063,792	2,599,501	(464,291)	2,599,501	–
Total Sources	**8,179,867**	**9,372,719**	**10,805,684**	**8,960,324**	**(1,845,360)**	**8,422,955**	**(537,369)**
Salaries and Benefits	10,325,071	11,916,275	13,088,461	13,709,337	620,876	13,797,511	88,174
Services and Supplies	4,087,899	4,698,616	7,176,842	4,310,497	(2,866,345)	4,413,110	102,613
Other Charges	2,184,662	2,959,579	2,219,146	2,376,925	157,779	2,385,147	8,222
Fixed Assets	1,427,337	666,083	379,567	650,000	270,433	100,000	(550,000)
Other Financing Uses	9,685	678,974	12,787	12,739	(48)	12,739	–
Gross Appropriations	**18,034,654**	**20,919,526**	**22,876,803**	**21,059,498**	**(1,817,305)**	**20,708,507**	**(350,991)**
Intrafund Transfers	(616,838)	(177,293)	(307,414)	(50,000)	257,414	(50,000)	–
Net Appropriations	**17,417,816**	**20,742,233**	**22,569,389**	**21,009,498**	**(1,559,891)**	**20,658,507**	**(350,991)**
Contingencies/Dept Reserves	2,130,357	2,459,722	2,526,759	2,599,501	72,742	2,599,501	–
Total Requirements	**19,548,173**	**23,201,955**	**25,096,148**	**23,608,999**	**(1,487,149)**	**23,258,008**	**(350,991)**
Net County Cost	**11,368,305**	**13,829,237**	**14,290,464**	**14,648,675**	**358,211**	**14,835,053**	**186,378**
Salary Resolution	72.0	74.0	74.0	74.0	–	74.0	–
Funded FTE	72.0	73.8	74.0	74.0	–	74.0	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Parks Administration (3900B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	8,179,867	9,372,719	10,805,684	8,960,324	(1,845,360)	8,422,955	(537,369)
Total Requirements	19,548,173	23,201,955	25,096,148	23,608,999	(1,487,149)	23,258,008	(350,991)
Net County Cost	11,368,305	13,829,237	14,290,464	14,648,675	358,211	14,835,053	186,378
Salary Resolution	72.0	74.0	74.0	74.0	—	74.0	—
Funded FTE	72.0	73.8	74.0	74.0	—	74.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $3,544,676. Net funding adjustments in FY 2022-23 total $3,063,115.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(9,575,494)	(6,575,873)
Gross Appropriations	(6,288,232)	(3,512,758)
Intrafund Transfers	257,414	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	3,544,676	3,063,115
Positions	—	—

2. Strategic Communications Plan: Adjustment is added for the development of a strategic communications plan to support the Parks Department's revised strategic plan in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	15,000	(15,000)
Intrafund Transfers	–	–
Net County Cost	15,000	(15,000)
Positions	–	–

3. Limited Term Position: To address current staffing needs, one Natural Resource Specialist I limited term position is added to the Natural Resource Management Program. The position is needed to help implement the recently adopted County Parks Wildfire Fuel Management Program and develop a forest management plan for the Pescadero Creek Park Complex following the CZU Lightning Complex Fire.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	103,795	–
Intrafund Transfers	–	–
Net County Cost	103,795	–
Positions	–	–

4. Marbled Murrelet Restoration and Corvid Management Grant: Budget adjustments are made to recognize state grant funding that will be used to protect the endangered marbled murrelet at Memorial Park. The grant will be used to implement garbage control improvements and hire two seasonal interpretative positions that will help educate and assist visitors by developing messages and distributing informational materials.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	27,000	27,000
Gross Appropriations	27,000	27,000
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

5. John and Gwen Smart Foundation Donations: Previously received donations from the John and Gwen Smart Foundation are transferred from the Coyote Point Park Trust Fund for several projects that benefit the Coyote Point Recreation Area, including installing new shade structures, improving aging infrastructure, and replacing picnic tables.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	310,870	(310,870)
Gross Appropriations	310,870	(310,870)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

6. Flood Park Improvements and Closure: Flood Park will undergo major park improvements in FY 2022-23. The construction phase of the project is expected to close Flood Park for the entire fiscal year. Revenue losses associated with the park closure will be offset by a reduction in the park's operating budget and Net County Cost.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	(32,939)
Gross Appropriations	–	(8,625)
Intrafund Transfers	–	–
Net County Cost	–	24,314
Positions	–	–

7. San Bruno Mountain State and County Park Operating Agreement: Budget adjustments are added to transfer funding previously received from the State of California to develop, operate, control, and maintain San Bruno Mountain State and County Park. Funding transferred from the San Bruno Mountain Park Trust Fund will be used to perform work on previously agreed upon projects, including the Old Guadalupe Trail Safety Corridor Project and Seed Collection and Expansion Project.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	100,000	75,000
Gross Appropriations	100,000	75,000
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

8. Increase in Revenue: Budget adjustments are added to increase revenue based on promising news regarding the global response to the pandemic, including the development and distribution of COVID-19 vaccines. Revenue is also expected to increase due to the reopening of Memorial Park. It is still expected that revenue from Charges for Services will remain approximately 24 percent or $533,000 below FY 2018-19 levels in FY 2021-22 and 13 percent or $279,000 in FY 2022-23; the second year is largely due to the planned closure of Flood Park. The increase in revenue will allow the Parks Department to meet Net County Cost.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	778,501	286,550
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(778,501)	(286,550)
Positions	—	—

9. New Measure K Appropriations : New Measure K funding is added to continue to fund ongoing programs and operational and maintenance needs throughout the County's park system. Funding will be used to replace antiquated equipment; reduce fire fuels; remove hazardous trees; improve playgrounds; replace aged culverts; and perform routine maintenance on trails in County parks. Funding will also be used to enter into agreements with contractors that can perform routine plumbing, fencing, and water treatment plant services. To continue to provide exceptional services to a growing number of visitors, and complete projects and reduce fire fuels quickly, many Park Aides will also be funded by Measure K.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	3,914,262	3,394,262
Gross Appropriations	3,914,262	3,394,262
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

10. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,599,501	2,599,501
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	72,742	—
Net County Cost	(2,526,759)	(2,599,501)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(1,845,360)	(537,369)
Gross Appropriations	(1,817,305)	(350,991)
Intrafund Transfers	257,414	—
Contingencies/Dept Reserves	72,742	—
Net County Cost	358,211	186,378
Positions	—	—

Fish and Game (3950B)

Program Locator

County > Community Services > Parks Department > **Fish and Game**

Program Outcome Statement

Ensure fish and wildlife propagation and conservation and provide environmental education

Program Results

As a special revenue fund, the Fish and Game Fund ('Fund") receives revenue from fines collected by the courts for violations of the California Fish and Game Codes in San Mateo County. In the past, the Fund provided grant monies to the Chinook Salmon Smolt Project at Pillar Point Harbor. This funding enabled the transfer of young salmon from the Feather River Hatchery to Pillar Point, which helped the survival rate of the Chinook Salmon.

Program priorities for FY 2021-23 will focus on developing more opportunities to spend funds on public education relating to the scientific principles of fish and wildlife conservation. Spending on other conservation and propagation projects, like the Chinook Salmon Smolt Project, will continue; however, the goal will be to award grant monies to projects that focus on better serving disadvantaged communities. The Parks Department will develop a process to recommend high-impact projects that will directly benefit the propagation and conservation of fish and wildlife.

Performance Measures

Percent of Fish and Game Funding Spent on Public Education Relating to the Scientific Principles of Fish and Wildlife Conservation and Working with Disadvantaged Communities

As a special revenue fund, the Fish and Game Fund (Fund) receives revenue from fines collected by the courts for violations of the California Fish and Game Code in San Mateo County. One authorized use of the Fund, as specified in the California Fish and Game Code, is public education relating to the scientific principles of fish and wildlife conservation. It is a priority of the Department each fiscal year to allocate a portion of the Fund to education programs serving disadvantaged communities. While one might expect schools in low-income communities to receive extra resources, the reverse is often true; a Department of Education study[1] found that 45 percent of high-poverty schools received less state and local funding than was typical for other schools in their district. Using the Fund, the Department will award funding to, and support through in-kind contributions, formal education programs designed to educate students from underserved schools on the principles of fish and wildlife conservation. The Department will also use the Fund to support non-school based programs that offer programming for families and individuals that reside in disadvantaged communities. By creating a greater understanding of the importance of conservation, the Department can work to build a stronger connection between people and the natural world around them.

[1] Heuer, R., & Stullich, S. (2011, November). Comparability of State and Local Expenditures Among Schools Within Districts: A Report From the Study of School-Level Expenditures. U.S. Department of Education. https://files.eric.ed.gov/fulltext/ED527141.pdf

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Fish and Game Funding Spent on Public Education Relating to the Scientific Principles of Fish and Wildlife Conservation and Working with Disadvantaged Communities	--	--	0%	50%	90%

New Measure: Prior year data is not available.

Fish and Game (3950B)
Fish and Game Propagation Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Fines, Forfeitures and Penalties	1,950	1,030	1,500	1,500	–	1,500	–
Use of Money and Property	1,281	1,143	500	500	–	500	–
Total Revenue	**3,231**	**2,174**	**2,000**	**2,000**	**–**	**2,000**	**–**
Fund Balance	56,666	59,897	62,071	54,071	(8,000)	54,071	–
Total Sources	**59,897**	**62,071**	**64,071**	**56,071**	**(8,000)**	**56,071**	**–**
Services and Supplies	–	–	10,000	2,000	(8,000)	2,000	–
Gross Appropriations	**–**	**–**	**10,000**	**2,000**	**(8,000)**	**2,000**	**–**
Intrafund Transfers							
Net Appropriations	**–**	**–**	**10,000**	**2,000**	**(8,000)**	**2,000**	**–**
Contingencies/Dept Reserves	–	–	–	–	–	–	–
Non-General Fund Reserves	59,897	62,071	54,071	54,071	–	54,071	–
Total Requirements	**59,897**	**62,071**	**64,071**	**56,071**	**(8,000)**	**56,071**	**–**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Fish and Game (3950B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	59,897	62,071	64,071	56,071	(8,000)	56,071	—
Total Requirements	59,897	62,071	64,071	56,071	(8,000)	56,071	—
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including the elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $54,071. Net funding adjustments in FY 2022-23 total $54,071.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(62,071)	(54,071)
Gross Appropriations	(8,000)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	54,071	54,071
Positions	—	—

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	54,071	54,071
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	(54,071)	(54,071)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(8,000)	—
Gross Appropriations	(8,000)	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

Parks Acquisition and Development (3970B)

Program Locator

County > Community Services > Parks Department > **Parks Acquisition and Development**

Program Outcome Statement

Plan, design, construct, remodel, and improve facilities and infrastructure to ensure reliable continuity of visitor services and recognize operational efficiencies

Program Results

This program is being eliminated and moved to 3990B Parks Capital Projects; all appropriations in the current level budget are being removed from this program and are being shifted to 3990B. Please refer to 3990B for a description of the Program Results, Innovations, and Performance Measures.

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,623,232	–	–	–	–	–	–
Use of Money and Property	33,510	11,384	1,500	–	(1,500)	–	–
Intergovernmental Revenues	–	–	–	–	–	–	–
Miscellaneous Revenue	25,000	–	–	–	–	–	–
Other Financing Sources	23,486	–	–	–	–	–	–
Total Revenue	**1,705,228**	**11,384**	**1,500**	**–**	**(1,500)**	**–**	**–**
Fund Balance	2,537,256	1,783,746	203,128	–	(203,128)	–	–
Total Sources	**4,242,484**	**1,795,130**	**204,628**	**–**	**(204,628)**	**–**	**–**
Services and Supplies	812,254	–	–	–	–	–	–
Other Charges	690,000	–	–	–	–	–	–
Fixed Assets	136,041	–	–	–	–	–	–
Other Financing Uses	820,444	1,592,002	204,628	–	(204,628)	–	–
Gross Appropriations	**2,458,738**	**1,592,002**	**204,628**	**–**	**(204,628)**	**–**	**–**
Intrafund Transfers							
Net Appropriations	**2,458,738**	**1,592,002**	**204,628**	**–**	**(204,628)**	**–**	**–**
Non-General Fund Reserves	1,783,746	203,128	–	–	–	–	–
Total Requirements	**4,242,484**	**1,795,130**	**204,628**	**–**	**(204,628)**	**–**	**–**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Parks Acquisition and Development (3970B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	4,242,484	1,795,130	204,628	–	(204,628)	–	–
Total Requirements	4,242,484	1,795,130	204,628	–	(204,628)	–	–
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance since this program has been consolidated into 3990B. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($204,628).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(204,628)	–
Gross Appropriations	(204,628)	–
Intrafund Transfers	–	–
Non-General Fund Reserves	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(204,628)	–
Gross Appropriations	(204,628)	–
Intrafund Transfers	–	–
Non-General Fund Reserves	–	–
Net County Cost	–	–
Positions	–	–

Coyote Point Marina (3980B)

Program Locator

County > Community Services > Parks Department >**Coyote Point Marina**

Program Outcome Statement

Provide safe access to the San Francisco Bay with berths and launching ramps

Program Results

Coyote Point Marina ("Marina"), nestled within the San Mateo County Parks Department's Coyote Point Recreation Area, has operated continuously for over 55 years. The Marina provides access to the San Francisco Bay and its shoreline for sailors, power boaters, hikers, joggers, bird watchers, photographers, and recreation seekers of all kinds. The Marina offers berths for sailboats and motorboats at competitive prices in a beautiful and convenient location. The Marina features 550 wet berths for boats from 20 to 75 feet long as well as 38 trailer parking spaces and provides the following services: water and electricity, waste oil collection, launch ramp, full-service fuel dock, and waste pump out station. The Marina also offers emergency patrol boat response assistance when needed.

Of 588 total berths in the Marina, 78 percent are occupied including all berths over 32 feet. Most of the vacant berths are 22-foot side ties. Market trends over the past 10 years have shown larger boats are more popular. The Marina will continue to advertise the side ties and smaller berths.

In FY 2021-22 and FY 2022-23, the Department will focus on increasing the usability and financial performance of the Marina so that the enterprise fund may continue to fund future and continuous dredging projects and loan repayments from previous Marina improvements, including the replacement of Dock 29. The Marina currently plans to dredge docks 25 through 28 in FY 2022-23 to regain full use of dock 28 and generate additional revenue.

Performance Measures

Percent of Berths Filled

The Coyote Point Marina ("Marina") provides access to the San Francisco Bay and its shoreline for sailors; power boaters; hikers; joggers; bird watchers; photographers; and recreation seekers of all kinds. The Marina's trails and jetty have also become a favorite location for many to walk their dogs.

Funding Marina maintenance is an ongoing challenge. The Marina operates independent of the County's General Fund and is primarily dependent on revenue generated from Charges for Services. Berth rental fees are its most significant source of revenue, and it is critical to the Marinas financial health to keep as many berths occupied as possible. Berth fees generate sufficient revenue to fund the maintenance of the Marinas docks, grounds, and infrastructure. However, rapid sedimentation of the Marinas navigable waters threatens the ability to rent berths, and the problem continues to worsen each year. Dredging is essential, but the cost to properly dredge the entire harbor exceeds the Marinas current financial resources. Additionally, many of the docks are now approaching the end of their useful life and will need to be replaced in coming years. Dock replacement costs are also beyond the Marinas current financial resources. Increasing occupancy will help address the shortfalls. Historical Marina occupancy rates have been 70 percent to 78 percent.

Due to sedimentation, 33 berths are currently unusable. Marina staff think that success should not be based only on filling usable berths, but also on restoring usability. Dredging in 2022 will bring many of these berths back to a usable condition; Marina staff do not expect to increase occupancy prior to dredging.

With only 0.1 percent of the sailing population being diverse[1], the Marina is planning to collaborate on a program with the Coyote Point Yacht Club to help bring residents from disadvantaged communities to the Marina. The Department is developing a program that uses the sales of bait and fishing tackle at the Marina office to fund activities at the Marina specifically designed to engage with residents of disadvantaged communities. Through this programming, the Marina can introduce the wonders of fishing and boating to new populations.

[1] US Sailing. (2020, August 4). Increasing Diversity Equity & Inclusion in the Sport of Sailing [PowerPoint slides]. https://cdn.ussailing.org/wp-content/uploads/2020/ 08/DEI-Townhall-08420_VRelease.pdf

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Berths Filled	78%	80%	77%	77%	80%

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	47,155	48,067	8,000	20,000	12,000	20,000	–
Intergovernmental Revenues	43,958	–	17,130	–	(17,130)	–	–
Charges for Services	1,441,007	1,508,883	1,384,460	1,505,460	121,000	1,530,460	25,000
Miscellaneous Revenue	332	16,516	–	–	–	–	–
Total Revenue	**1,532,451**	**1,573,466**	**1,409,590**	**1,525,460**	**115,870**	**1,550,460**	**25,000**
Fund Balance	1,412,865	1,870,899	1,959,038	2,104,877	145,839	2,104,877	–
Total Sources	**2,945,316**	**3,444,364**	**3,368,628**	**3,630,337**	**261,709**	**3,655,337**	**25,000**
Salaries and Benefits	424,227	485,976	548,183	615,146	66,963	621,787	6,641
Services and Supplies	404,377	390,489	691,485	584,409	(107,076)	622,107	37,698
Other Charges	559,516	608,862	279,922	305,905	25,983	306,566	661
Fixed Assets	–	–	–	–	–	–	–
Other Financing Uses	–	–	40,000	20,000	(20,000)	–	(20,000)
Gross Appropriations	**1,388,120**	**1,485,327**	**1,559,590**	**1,525,460**	**(34,130)**	**1,550,460**	**25,000**
Intrafund Transfers							
Net Appropriations	**1,388,120**	**1,485,327**	**1,559,590**	**1,525,460**	**(34,130)**	**1,550,460**	**25,000**
Contingencies/Dept Reserves	–	–	–	–	–	–	–
Non-General Fund Reserves	1,557,196	1,959,038	1,809,038	2,104,877	295,839	2,104,877	–
Total Requirements	**2,945,316**	**3,444,364**	**3,368,628**	**3,630,337**	**261,709**	**3,655,337**	**25,000**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	3.0	3.0	3.0	3.0	–	3.0	–
Funded FTE	3.0	3.0	2.9	3.0	0.1	3.0	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Coyote Point Marina (3980B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,945,316	3,444,364	3,368,628	3,630,337	261,709	3,655,337	25,000
Total Requirements	2,945,316	3,444,364	3,368,628	3,630,337	261,709	3,655,337	25,000
Net County Cost	(0)	–	–	–	–	–	–
Salary Resolution	3.0	3.0	3.0	3.0	–	3.0	–
Funded FTE	3.0	3.0	2.9	3.0	0.1	3.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $1,674,038. Net funding adjustments in FY 2022-23 total $2,289,877.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,868,168)	(2,104,877)
Gross Appropriations	(194,130)	185,000
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	1,674,038	2,289,877
Positions	–	–

2. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,104,877	2,104,877
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	295,839	—
Net County Cost	(1,809,038)	(2,104,877)
Positions	—	—

3. Consulting Services for Dredging : In collaboration with Department of Public Works staff and an engineering consultant, Parks Department staff will begin preparing for the Coyote Point Marina's upcoming dredging episode, which is expected to begin in the latter part of FY 2021-22. Costs related to the actual dredging of the marina will be added to the Coyote Point Marina's FY 2021-22 Adopted Budget.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	160,000	(160,000)
Intrafund Transfers	—	—
Net County Cost	160,000	(160,000)
Positions	—	—

4. Increase in Revenue : On May 5, 2020, the Board of Supervisors adopted Resolution Number 077410, which authorizes, in part, the Parks Director to adjust berth rental fees at the Coyote Point Marina every year based on changes to the Bay Area Consumer Price Index, beginning July 1, 2021. This budget adjustment is added to reflect the increase in revenue that is estimated from this action.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	25,000	25,000
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(25,000)	(25,000)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	261,709	25,000
Gross Appropriations	(34,130)	25,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	295,839	—
Net County Cost	—	—
Positions	—	—

Parks Capital Projects (3990B)

Program Locator

County > Community Services > Parks Department > **Parks Capital Projects**

Program Outcome Statement

Plan, design, construct, remodel, and improve facilities and infrastructure to ensure reliable continuity of visitor services and recognize operational efficiencies

Program Results

The Parks Department's Capital Projects Program ('Program") completed numerous high priority projects in FY 2020-21, including the Memorial Park Facility Replacement Project – Phase One, Parkwide Paving – Phase Two, and the Memorial Park Wastewater Collection System Replacement Project. Phase One of the Memorial Park Facility Replacement Project consisted of constructing seven new restroom and shower buildings throughout Memorial Park. Using a single-stall, gender-neutral, and accessible design, the new facilities will provide a more comfortable and accessible camping experience for guests. To complement this project, the Department also modernized the wastewater collection system and repaved drive aisles and parking areas. Collectively, these projects create efficiencies by allowing field staff to spend less time performing repairs to aging facilities and infrastructure and more time focusing on direct visitor services. The Program also developed the preferred concept plan for the Tunitas Creek Beach Improvement Project by engaging with members of the public and various stakeholder organizations.

To address a backlog of deferred maintenance throughout the system and create new visitor experiences, the Program will advance over 10 capital projects during FY 2021-23, including the following:

- Coyote Point Eastern Promenade Rejuvenation Project;
- Memorial Park Facility Replacement Project – Phase Two;
- Huddart Park Water Distribution System Project;
- Coyote Point Water Distribution Upgrade Project;
- Parkwide Paving – Phase Three; Reimagine Flood Park; and
- Tunitas Creek Beach Improvement Project.

The Department will continue to work with its partners, including the Department of Public Works, to complete major capital projects on time and within budget.

Performance Measures

Percent of Capital Projects Managed by Parks on Track to be Completed on Time and Within Budget

In FY 2020-21, 85 percent of capital projects managed by the Parks Department ("Department") were on track to be completed on time and within budget. These included the Memorial Park Facility Replacement Project Phase One; Parkwide Paving Phase Two; the Memorial Park Wastewater Collection System Replacement Project; and the Tunitas Creek Beach Improvement Project [Planning Phase]. Phase One of the Memorial Park Facility Replacement Project consisted of constructing seven new restroom and shower buildings throughout Memorial Park. Using a single-stall, gender-neutral, and accessible design, the new facilities will provide a more comfortable and accessible camping experience for guests. To compliment this project, the Department also modernized the wastewater collection system and repaved drive aisles and parking areas. Collectively, these projects create operational efficiencies by allowing field staff to spend less time performing repairs to aging facilities and infrastructure and more time focusing on direct visitor services.

Further, in FY 2020-21, the Tunitas Creek Beach Improvement Project completed its planning phase and entered the design and permitting phase. This project is estimated to be fully designed and permitted during FY 2021-22, with construction to begin in FY 2022-23. Reimagine Flood Park also commenced its project design phase and is estimated to be fully designed and permitted in FY 2022-23. While both of these projects will offer a new type of experience for users, the Department is also working to address its deferred maintenance to improve the functionality and reliability of existing facilities and infrastructure. In FY 2021-22, the Department will commence work on the Memorial Park Facility Replacement Project Phase Two, Coyote Point Sewer System Upgrade Project; and Parkwide Paving Phase Three. These projects will improve service reliability and create operational efficiencies within County parks.

Meeting project budgets and schedules allows the Department to enhance visitor experiences and provide reliable facilities and services in a fiscally responsible manner.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Capital Projects Managed by Parks on Track to be Completed on Time and Within Budget	50%	80%	85%	80%	80%

Parks Capital Projects (3990B)
Parks Capital Projects Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	—	4,163,352	11,427,501	6,561,776	(4,865,725)	3,750,000	(2,811,776)
Use of Money and Property	—	18,044	20,000	20,000	—	20,000	—
Intergovernmental Revenues	—	—	2,724,837	—	(2,724,837)	—	—
Miscellaneous Revenue	—	296,048	—	—	—	—	—
Other Financing Sources	—	3,716,972	28,957,492	6,687,016	(22,270,476)	13,746,180	7,059,164
Total Revenue	**—**	**8,194,416**	**43,129,830**	**13,268,792**	**(29,861,038)**	**17,516,180**	**4,247,388**
Fund Balance	—	—	1,915,154	1,795,154	(120,000)	1,795,154	—
Total Sources	**—**	**8,194,416**	**45,044,984**	**15,063,946**	**(29,981,038)**	**19,311,334**	**4,247,388**
Services and Supplies	—	1,309,075	2,937,700	20,000	(2,917,700)	20,000	—
Fixed Assets	—	3,426,441	29,848,283	5,810,300	(24,037,983)	—	(5,810,300)
Other Financing Uses	—	1,543,746	11,021,575	7,438,492	(3,583,083)	17,496,180	10,057,688
Gross Appropriations	**—**	**6,279,262**	**43,807,558**	**13,268,792**	**(30,538,766)**	**17,516,180**	**4,247,388**
Intrafund Transfers							
Net Appropriations	**—**	**6,279,262**	**43,807,558**	**13,268,792**	**(30,538,766)**	**17,516,180**	**4,247,388**
Non-General Fund Reserves	—	1,915,154	1,237,426	1,795,154	557,728	1,795,154	—
Total Requirements	**—**	**8,194,416**	**45,044,984**	**15,063,946**	**(29,981,038)**	**19,311,334**	**4,247,388**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Parks Capital Projects (3990B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	–	8,194,416	45,044,984	15,063,946	(29,981,038)	19,311,334	4,247,388
Total Requirements	–	8,194,416	45,044,984	15,063,946	(29,981,038)	19,311,334	4,247,388
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect the elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $1,237,426. Net funding adjustments in FY 2022-23 total $1,795,154.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(45,024,984)	(15,043,946)
Gross Appropriations	(43,787,558)	(13,248,792)
Intrafund Transfers	–	–
Non-General Fund Reserves	–	–
Net County Cost	1,237,426	1,795,154
Positions	–	–

2. Reallocation of Measure K Appropriations: Measure K rollover for capital projects is reallocated from the Sam McDonald Visitor Center Renovation to Parkwide Paving, and Memorial Park Sewer Road Paving; Pescadero Old Haul Road Repairs; Sanchez Adobe Renovation; and Ranger Residence Improvements to the Memorial Park Facility Replacement Project and Memorial Park Water System. The reallocation of appropriations is needed to complete capital projects that currently have budget shortfalls.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

3. Second Phase of the Memorial Park Facility Replacement Project: Budget adjustment is added to complete phase two of the Memorial Park Facility Replacement Project, which consists of constructing additional and new restroom and shower buildings throughout Memorial Park. The project is estimated to be completed by June 2022.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,000,000	—
Gross Appropriations	2,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. Rollover of Non-Departmental Services Appropriations: Appropriations are rolled over for Reimagine Flood Park and the Coyote Point Eastern Promenade Rejuvenation Project. Reimagine Flood Park already commenced its project design phase and is estimated to be fully designed and permitted in FY 2022-23. The Coyote Point Eastern Promenade Rejuvenation Project is expected to start construction in April 2021 and is projected to be completed in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,582,016	13,746,180
Gross Appropriations	4,582,016	13,746,180
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

5. Measure K Rollover: Capital Projects: Budget adjustments are made to rollover one-time appropriations from FY 2020-21 for capital projects including: Pescadero Old Haul Road Repairs; Coyote Point Eastern Promenade Rejuvenation Project; Memorial Park Water System; Ranger Residence Improvements; Memorial Park Facility Replacement Project; Sam McDonald Visitor Center Renovation; Memorial Park Sewer Road Paving; and Sanchez Adobe Renovation. Additional rollover is added in FY 2022-23 for the Huddart Park Water System and San Pedro Valley Park Walnut Bridge Replacement Project.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,081,776	750,000
Gross Appropriations	4,081,776	750,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

6. Fund Balance Adjustment: This action reappropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,795,154	1,795,154
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	557,728	—
Net County Cost	(1,237,426)	(1,795,154)
Positions	—	—

7. New Measure K Appropriations: New Measure K funding in FY 2021-22 is added to fund several capital projects, including the Parkwide Paving; Reimagine Flood Park; Coyote Point Sewer System; Coyote Point Water Distribution Upgrade; Quarry Park Non-Potable Waterline; and South Ridge Fire Road projects. New Measure K funding in FY 2022-23 is added to fund the Huddart Park Water System; Homestead Sewer System; and additional funding for the Coyote Point Sewer System; Coyote Point Water Distribution Upgrade; and Reimagine Flood Park projects. Many of the projects in FY 2021-22 are in the assessment and design phase whereas in FY 2022-23, many of the projects are in the construction phase.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,480,000	3,000,000
Gross Appropriations	2,480,000	3,000,000
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

8. Tunitas Creek Beach Electrical Improvement Project: Budget adjustment is added to rollover funding to complete the Tunitas Creek Beach Electrical Improvement Project, which originally started in FY 2020-21. Funding is for construction and Department of Public Works staff time.

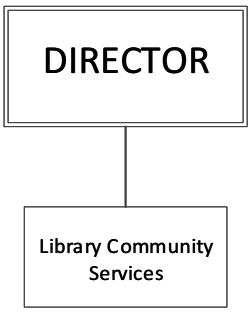
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	105,000	—
Gross Appropriations	105,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(29,981,038)	4,247,388
Gross Appropriations	(30,538,766)	4,247,388
Intrafund Transfers	—	—
Non-General Fund Reserves	557,728	—
Net County Cost	—	—
Positions	—	—

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SAN MATEO COUNTY LIBRARY
JOINT POWERS AUTHORITY



Department Locator

County > Community Services >**San Mateo County Libraries**

Mission Statement

San Mateo County Libraries strengthen our community by creating an inclusive sense of place and environment for learning.

Overview

San Mateo County Libraries (Libraries) is a Joint Powers Authority 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 County of San Mateo. The Library JPA Governing Board consists of representatives from each member entity.

Approximately 284,000 people live within the boundaries of the Library's legal taxing district, which covers 351 square miles. The 13 community libraries, bookmobile, and virtual services that make up the system provide library services to 11 cities and unincorporated areas of the county.

The Libraries cultivate an active presence and create spaces that support discovery, enrich lives, and uplift the community. The Libraries are leaders in establishing a foundation for early literacy and supporting exploration and growth at every stage of life. Under the leadership of the Governing Board, the Libraries continue to strive to achieve goals that inspire and strengthen our community.

In FY 2021-23, priorities for Libraries include:

- Combating Learning Loss: The Libraries will increase its impact in building foundational literacy skills and social emotional growth through The Big Lift Summers Program, Summer Learning Challenge, Enrichment Camps and Virtual Programs, Raising a Reader, and other out-of-school initiatives.
- Bridging the Digital Divide: The Libraries will look to expand current efforts and explore new innovative opportunities to expand connectivity and access to technology and information.
- North Fair Oaks Library: The Libraries will further engage and build deeper connections with the North Fair Oaks community and expand programming and hours of service.
- New Libraries: The Libraries will open and celebrate two new libraries in the Town of Atherton and City of Brisbane. Both libraries offer inspiring makerspaces that will support exploration, experimentation, collaboration, and hands-on learning.

Department Innovations

The Libraries' work in FY 2019-21 included the following innovations:

- Adapting to the COVID-19 Environment: Staff responded quickly and with innovation to continue providing services to our community during the pandemic. In June 2020, Curbside Pickup began, which allowed patrons to schedule an appointment to pick up library materials in a contactless setting. Other creative offerings include Grab and Go Bundles, virtual programming, free printing and 3D printing services, and Take & Make kits.
- Bridging the Digital Divide: The pandemic highlighted the stark digital divide in our communities. In response, the Libraries worked quickly to increase the number of hotspots available to over 1,500. Hotspots were distributed through school and community partners to ensure those most in need had distance learning support. Exterior wireless access points were also installed at every library location.
- Equity Initiatives: The Libraries are committed to increasing equity in our organization and in our community. In the spring of 2021, the Libraries hosted a series of author talks on topics related to racial and social equity, followed by a series of community conversations to provide a venue for community members to further connect and discuss these important issues. The Libraries also engaged in an organization assessment through an equity lens to identify areas of opportunity for growth.

Program Results

The Big Lift Summer Program is a four-week summer literacy camp held in seven school districts across San Mateo County. The program helps rising kindergarten through rising 3rd grade students mitigate summer learning loss, gain foundational literacy skills, and build social emotional growth. The program is free for families and includes literacy instruction in the morning, an afternoon of hands-on STEAM (science, technology, engineering, art, and mathematics) enrichment, and two healthy meals.

The Summers program is part of The Big Lift Initiative, which is a collaboration between San Mateo County, San Mateo County Office of Education, and the Silicon Valley Community Foundation that aims to achieve 80 percent of the county's 3rd-graders reading proficiently by the end of 3rd grade. Since 2016, the Libraries have been an active partner in the Summers program and is excited to take on a greater leadership role for the summer of 2021.

Performance Measures

Number of Library Visits (in Millions)

Library locations were forced to close in March 2020 due to the impacts of COVID-19. Library staff responded quickly to provide innovative services to communities through Curbside Pickup, Walkup Services, and other offerings, that allowed patrons to utilize library services without entering the physical buildings. Therefore, in FY 2020-21, the Libraries expect at most 100,000 library visits as it is not anticipated that libraries will reopen until late in the fiscal year. The Libraries look forward to quickly building back to 2,100,000 library visits by FY 2022-23.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Library Visits (in Millions)	2.1	1.5	0.1	1.5	2.1

Number of Program Attendees

When libraries closed in March 2020, in-person programming was forced to pause. In response, staff began creating virtual content, both pre-recorded content posted to YouTube and live virtual offerings. These virtual programs included STEAM activities, English conversation clubs, story times, wellness activities, author visits, and more. New virtual book clubs, along with traditional community library books clubs, also provided a virtual space for sharing and connections. While FY 2020-21 is estimated to drop to about 60,000 program attendees, the Libraries look forward to returning to in-person programming in FY 2021-22 and anticipate returning to previous levels of program attendance by FY 2022-23. In addition, the Libraries anticipate maintaining some level of virtual programming due to its popularity and ability to expand program access to our communities.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Program Attendees	380,754	239,144	60,000	300,000	380,000

Performance Measures

Percent of Service Population with a Library Card

The Libraries reached 70 percent of the service population having a library card in FY 2019-20. The Universal Student Card Project is part of the Libraries efforts to increase library access by ensuring that every school age child has a library card in San Mateo County.The Libraries successfully worked with the LaHonda-Pescadero and San Carlos School Districts in FY 2020-21 to provide all youth in those districts active cards, and are actively working with additional school districts to continue to expand youth access. In March 2021, the Libraries welcomed North Fair Oaks Library into the family of libraries, further increasing opportunities to reach more residents. With this expansion, it is anticipated that the percentage of the population with a library card will remain flat in FY 2020-21, with the goal to reach 72 percent in the next two fiscal years.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Service Population with a Library Card	67%	70%	70%	72%	72%

Number of Children Participating in The Big Lift Summer Program

While there was a decrease in the number of students participating in Summers in FY 2019-20 due to the impacts of COVID-19, the program adapted to the dynamic environment to reach 605 young learners in-person. The STEAM portion of the Summers program was also reimagined so families could do activities together from home. The Libraries provided over 850 students with a STEAM kit, including materials and instructions in English and Spanish. Each student also received a Comprehension Box to assist with guided family reading and a set of books to build their home libraries. The program is anticipated to return to full-day program this year, with 1,200 learners estimated for FY 2020-21. By FY 2022-23, the goal is to increase the number of students reached to 1,400.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Children Participating in The Big Lift Summers Program	1,193	605	1,232	1,300	1,400

County Library (3700B)
County Library Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	32,399,484	34,252,271	32,914,656	35,495,986	2,581,330	35,495,986	—
Use of Money and Property	542,914	555,759	155,042	395,542	240,500	395,542	—
Intergovernmental Revenues	471,481	475,325	367,925	178,000	(189,925)	178,000	—
Charges for Services	147,903	94,281	24,000	24,000	—	24,000	—
Interfund Revenue	1,276,333	342,900	315,570	808,841	493,271	808,841	—
Miscellaneous Revenue	763,196	572,807	158,000	242,538	84,538	242,538	—
Total Revenue	**35,601,311**	**36,293,342**	**33,935,193**	**37,144,907**	**3,209,714**	**37,144,907**	**—**
Fund Balance	23,619,388	27,859,743	32,484,732	27,811,311	(4,673,421)	24,670,466	(3,140,845)
Total Sources	**59,220,699**	**64,153,086**	**66,419,925**	**64,956,218**	**(1,463,707)**	**61,815,373**	**(3,140,845)**
Salaries and Benefits	17,376,673	17,181,680	19,790,444	21,923,337	2,132,893	22,045,301	121,964
Services and Supplies	26,155,687	26,181,062	20,554,885	14,825,095	(5,729,790)	13,383,792	(1,441,303)
Other Charges	1,948,436	2,009,647	2,162,685	1,699,662	(463,023)	1,699,662	—
Fixed Assets	—	687,750	1,733,396	1,821,506	88,110	—	(1,821,506)
Other Financing Uses	10,815	13,566	15,130	16,152	1,022	16,152	—
Gross Appropriations	**45,491,612**	**46,073,706**	**44,256,540**	**40,285,752**	**(3,970,788)**	**37,144,907**	**(3,140,845)**
Intrafund Transfers	(14,300,077)	(14,405,352)	—	—	—	—	—
Net Appropriations	**31,191,535**	**31,668,354**	**44,256,540**	**40,285,752**	**(3,970,788)**	**37,144,907**	**(3,140,845)**
Contingencies/Dept Reserves	9,233,424	10,550,540	4,264,763	4,464,763	200,000	4,464,763	—
Non-General Fund Reserves	18,795,740	21,934,192	17,898,622	20,205,703	2,307,081	20,205,703	—
Total Requirements	**59,220,699**	**64,153,086**	**66,419,925**	**64,956,218**	**(1,463,707)**	**61,815,373**	**(3,140,845)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	123.0	123.0	123.0	135.0	12.0	135.0	—
Funded FTE	111.4	109.7	109.8	120.2	10.4	120.2	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,463,707 or 2.2 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net increase of $2,581,330 in this funding source due to projected growth in property tax revenue, including Excess ERAF based on recent actuals, and increases to Measure K allocations.

Use of Money and Property

There is a net increase of $240,500 in this funding source due to adjusting interest expectations based on recent actuals.

Intergovernmental Revenues

There is a net decrease of $189,925 in this funding source due to the elimination of one-time grants from the prior year.

Interfund Revenue

There is a net increase of $493,271 in this funding source due to the anticipated receipt of Excess Funds toward repaying a one-time advancement to the Town of Atherton and an increase to the County contribution to cover rent for the East Palo Alto Library.

Miscellaneous Revenue

There is a net increase of $84,538 in this funding source due to budgeting reimbursement for the purchase of books for the Summer Learning program. This increase is partially offset by the elimination of a one-time grant from the prior year.

Fund Balance

There is a net decrease of $4,673,421 in this funding source due to mid-year estimates of fund balance anticipated to rollover at year-end.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,463,707 or 2.2 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $2,132,893 in this expenditure category due to the addition of 12 positions, including six previously-approved positions to support the new North Fair Oaks Library, and two positions to support The Big Lift Summer and Raising a Readers programs.

Services and Supplies

There is a net decrease of $5,729,790 in this expenditure category due to elimination of the prior year, one-time allocation for the advancement of Excess Funds to the Town of Atherton. This decrease is partially offset by allocations for new, one-time projects.

Other Charges

There is a net decrease of $463,023 in this expenditure category due to the elimination of a payment to the City of Redwood City that is no longer needed since the North Fair Oaks Library was transferred to the County and due to a decrease to the Libraries' estimated A-87 contribution. This decrease is partially offset by increases to other service charges.

Fixed Assets

There is a net increase of $88,110 due to the addition of one-time allocations for equipment for the new Atherton Library.

Other Financing Uses
There is a net increase of $1,022 due to facility surcharge estimates provided by the Department of Public Works.

Contingencies/Departmental Reserves
There is net increase of $2,507,081 in this expenditure category due to unallocated projected revenues, primarily driven by the receipt of Excess ERAF.

NET COUNTY COST
There is no change in this Department's General Fund allocation. San Mateo County Libraries is a zero Net County Cost department.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $3,140,845 or 4.8 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is no change in this funding source.

Use of Money and Property
There is no change in this funding source.

Intergovernmental Revenues
There is no change in this funding source.

Miscellaneous Revenue
There is no change in this funding source.

Fund Balance
There is a net decrease of $3,140,845 in this funding source due to updating fund balance to reflect prior year anticipated Reserves.

TOTAL REQUIREMENTS
Total Requirements decreased by $3,140,845 or 4.8 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $121,964 in this expenditure category due to projected increases to salary and benefits for permanent positions.

Services and Supplies
There is a net decrease of $1,441,303 in this expenditure category due to the elimination of one-time projects.

Other Charges
There is no change in this expenditure category.

Fixed Assets
There is a net decrease of $1,821,506 in this expenditure category due to the removal of one-time projects.

Other Financing Uses
There is no change in this expenditure category.

Contingencies/Departmental Reserves
There is no change in this expenditure category.

NET COUNTY COST
There is no change in this Department's General Fund allocation. San Mateo County Libraries is a zero Net County Cost department.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

County Library (3700B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	59,220,699	64,153,086	66,419,925	64,956,218	(1,463,707)	61,815,373	(3,140,845)
Total Requirements	59,220,699	64,153,086	66,419,925	64,956,218	(1,463,707)	61,815,373	(3,140,845)
Net County Cost	–	–	–	–	–	–	–
Salary Resolution	123.0	123.0	123.0	135.0	12.0	135.0	–
Funded FTE	111.4	109.7	109.8	120.2	10.4	120.2	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $21,460,255. Net funding adjustments in FY 2022-23 total $24,667,318.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(29,509,556)	(27,811,311)
Gross Appropriations	(8,049,301)	(3,143,993)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	21,460,255	24,667,318
Positions	–	–

2. North Fair Oaks Library Positions & Allocations: This action adds six positions for the North Fair Oaks Library that were previously approved by the Board of Supervisors on March 9, 2021. In addition, this action allocates funds for extra help salary and benefits and services and supplies for the North Fair Oaks Library.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	701,178	1,426
Intrafund Transfers	—	—
Net County Cost	701,178	1,426
Positions	5	—

3. Position Additions and Adjustments: This action adds six positions, including two positions to support the new, larger library in the Town of Atherton and two positions to support Raising a Reader and Big Lift programs, reclassifies a vacant position, and moves one position between orgs.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	1,111,600	1,722
Intrafund Transfers	—	—
Net County Cost	1,111,600	1,722
Positions	6	—

4. One-Time Projects and Program Adjustments: This action allocates funding to one-time projects and makes program adjustments, including additional allocations to support new and existing efforts to combat learning loss.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	234,538	—
Gross Appropriations	2,265,735	—
Intrafund Transfers	—	—
Net County Cost	2,031,197	—
Positions	—	—

5. Fund Balance Adjustment: This action re-appropriates estimated Fund Balance from the prior year and adjusts Reserves to balance.

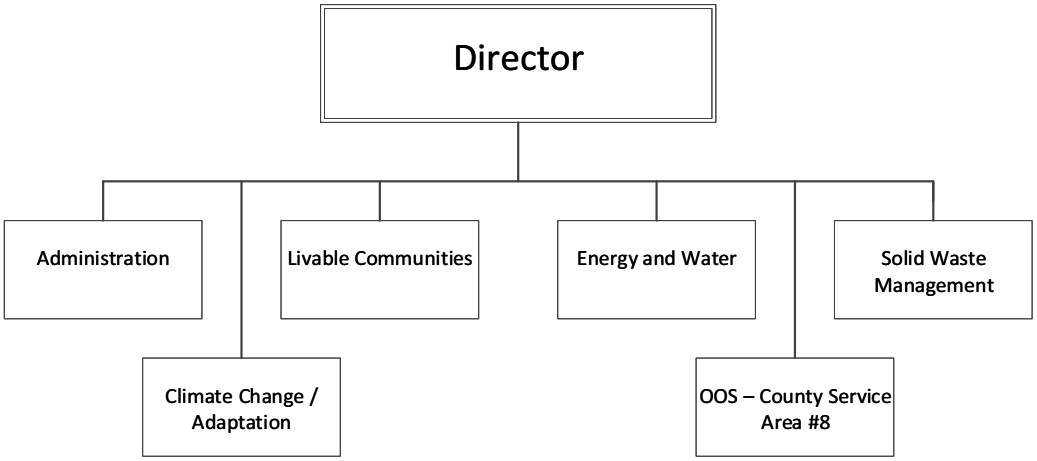
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	27,811,311	24,670,466
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	200,000	—
Non-General Fund Reserves	2,307,081	—
Net County Cost	(25,304,230)	(24,670,466)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(1,463,707)	(3,140,845)
Gross Appropriations	(3,970,788)	(3,140,845)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	200,000	—
Non-General Fund Reserves	2,307,081	—
Net County Cost	—	—
Positions	12	—

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OFFICE OF SUSTAINABILITY



Department Locator

County > Community Services > **Office of Sustainability**

Mission Statement

The Office of Sustainability helps the County of San Mateo and its communities adapt to our changing environment by providing services and resources that inspire new ideas and solutions. We are committed to building a community that fulfills the needs of the present and the future.

Overview

The Office of Sustainability strives to improve the sustainability of the County's operations and the greater community through work in the following four programs:

- Climate Change/Adaptation Program, which works to reduce greenhouse gas emissions and prepare for climate change impacts
- Livable Communities Program, which coordinates the Home for All San Mateo County initiative, the Commute Alternatives Program for County employees (Shift), and active transportation programs to improve quality of life and reduce greenhouse gas emissions
- Energy and Water Program, which provides planning and outreach to conserve energy and protect water resources
- Waste Reduction Program, which seeks to divert solid waste from landfills by promoting recycling, composting, and resource conservation; providing educational resources; and operating solid waste collection and diversion programs and managing landscape and fire protection services agreements within County Service Area No. 8 (CSA-8)

During FY 2019-21, the Office of Sustainability promoted sustainable practices through education, innovation, and engagement across a diverse range of audiences:

- The Office updated the Government Operations Climate Action Plan (GOCAP), which outlines a comprehensive strategy to significantly reduce fossil fuels and other sources of greenhouse gas (GHG) emissions from County operations, towards achieving carbon neutrality by 2035. The ambitious Plan was adopted in January 2021. The Office reached over 4,800 individuals through over 90 Climate Change outreach events during the two years, targeting high school youth, city staff and elected officials, community members, and representatives from nonprofits, businesses, special districts.
- The Office received Board adoption for a Sea Level Rise Policy for County-owned facilities, initiated the South Coast Vulnerability Assessment, and supported the creation of the new Flood and Sea Level Rise Resiliency District. The Climate Ready SMC Initiative held a series of convenings as part of the Climate Collaborative, launched an Extreme Heat Task Force and Housing and Climate Readiness Task Force, and completed a study on evaluating risks from climate change to transportation systems. The Green Business Program certified 71 businesses, and is now one of the leading Green Business programs in the state.
- The Office developed an Active Transportation Plan for unincorporated San Mateo County that was adopted by the Board of Supervisors in February 2021. The employee commute program increased pathways for employees to take alternative transportation to work by launching a Caltrain GoPass pilot, and expanding the commute subsidies for walking, biking, carpooling, vanpooling, transit, and telework. Telework equipment grants were provided to 18 departments to help employees telework from home during the COVID-19 pandemic and beyond.
- The Home for All initiative continued its work to establish a climate in San Mateo County where all types of housing are produced and preserved, through continued community engagement, new messaging resources for cities to educate their communities, and the launch of five task forces focused on addressing challenges and opportunities to producing more housing.
- The Office collaborated to install electric vehicle charging stations in County Center parking garages and other County facility locations, including 60 EV charging stations in County Parking Garage 1; continued development of a Green

Infrastructure Plan and implemented projects to capture, store, and treat stormwater on site using specially-designed landscape systems; and promoted water conservation and energy efficiency in single-family and multifamily homes.

- Curbside solid waste collection services in the County Franchised Area collected 4,004 tons for disposal and diverted 7,275 tons of recyclable materials from the curbside collection services; the waste diverted through these efforts will help to meet AB 939 (and other) legislatively-mandated diversion targets. Planning for compliance with upcoming organic waste regulations includes the expansion of an edible food recovery program pilot in the county, the community garden partnership with county schools and nonprofits, and trainings in County jails for inmates around the topics of food waste reduction and sustainable gardening. Work has begun to reduce the amount of waste generated from disposable plastic foodware by implementing a Board-approved ordinance that requires food service facilities to provide only compostable, fiber-based foodware and to distribute accessories only upon customer request. Outreach and implementation of this ordinance began in FY 2020-21, in concert with several cities that have adopted similar ordinances. Due to the COVID-19 pandemic, traditional in-person workshops, tours, presentations, field trips, and events were conducted virtually. The 4Rs Grant Program distributed approximately $200,000 in grants to schools, educators, non-profits, and government agencies.

The Office's priorities for FY 2021-23 include:

- Completion of the Community Climate Action Plan (CCAP) for unincorporated San Mateo County
- Climate Ready SMC projects, such as a Climate Resilience Strategy, Safety Element Update Template, Climate and Housing Toolkit and Adaptation Library, and an online Climate Impacts Viewer
- Implementation of recommended pedestrian and bicycle improvements from the Active Transportation Plan, and continued partnership with the San Mateo County Office of Education to develop Safe Routes to Schools curriculum and activities in the elementary schools throughout San Mateo County
- Exploration of options to increase employee participation in commute alternatives by implementing new subsidies and marketing of alternative options
- Implementation of the work plans of each Home for All task force, including activities focused on communication and marketing, policy tracking, community engagement, second units, and housing production
- Continued energy efficiency, electric vehicles, water conservation, and water quality efforts including installations of EV charging infrastructure; policy to support transition of the County's fleet to EVs; completion of the Green Infrastructure Plan; compliance with the Municipal Regional Stormwater Permit Green Infrastructure requirements; water conservation at County facilities and parks; and promotion of water leak detection devices
- Compliance with SB 1383, including expanding the edible food recovery program, coordinating the purchase of recycled content products, and implementing monitoring and enforcement programs around organic waste collection for the unincorporated county areas
- Implementation of construction and demolition waste management and the Surplus Property program
- Efforts to reduce illegal dumping and litter in the unincorporated areas

Performance Measures

Percent of Progress Towards Carbon Neutrality

The Office of Sustainability is responsible for reducing the County's greenhouse gas (GHG) emissions from its own operations, as well as from the unincorporated community. In 2016, the State passed new greenhouse gas emissions reduction requirements, which include a reduction of 40 percent below the 1990 level by 2030. In 2019, the County of San Mateo declared a Climate Emergency, which calls for the creation of Climate Action Plans to achieve carbon neutrality in advance of the State of California's 2045 goal. Progression of the climate crisis poses risk to the communities, critical infrastructure, and natural resources within San Mateo County.

Presently, local impacts of climate change include increased coastal erosion, and bayshore and inland flooding due to sea level rise; increased wildfire intensity and frequency; and extreme weather including heat, precipitation, and drought. Lower income communities and communities of color have been disproportionately affected by climate change impacts.

The Office of Sustainabilitys Sustainability Academy, Green Business Certifications, and the Youth Climate Ambassadors Program have increased their focus on improving engagement with, and providing resources to, racially-diverse youth, businesses, and communities. In addition, San Mateo County is committed to slowing the progression of climate change through its Government Operations Climate Action Plan which aims to reduce emissions from the County's operations and facilities, and the Community Climate Action Plan which aims to reduce emissions in the unincorporated county areas. The performance measure's equity lens is to evaluate the distribution of funding toward electrification by zipcode.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Progress Towards Carbon Neutrality	--	--	--	--	--
New measure: Data will begin to be collected in FY 21-22					

Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County

As part of California law AB 939, all jurisdictions in the state are required to report out on this measure every year to CalRecycle, the state department responsible for overseeing this law. The law requires solid waste entities to report the amount of waste disposed of in a landfill each year based on where the waste originates. This measure is calculated by taking the total amount of waste generated in unincorporated San Mateo County areas and dividing it by the number of residents and workers in this area, since it is broken up by the residential and commercial sector. CalRecycle sets a target for this measure for jurisdictions to meet as one way of determining a jurisdictions compliance with AB 939.

This measure provides a partial glimpse into the effectiveness of the waste reduction and diversion programs that the Office of Sustainability operates. The less waste generated, and more waste diverted, the lower the daily disposal number. This is important for our community as landfills can have negative environmental impacts on its surrounding area, and thus extending the life of our existing landfills is paramount.

One of the challenges of this measure is given that many other factors influence the waste generation rate, it is difficult to attribute the results of this measure solely to OOS waste reduction programs. Factors such as the health of the economy and the state of the recycling market can greatly affect the amount of waste generated and disposed.

However, in addition to tracking the environmental impact of our programs, this measure also tracks the Countys compliance with state mandated requirements under AB 939if the daily disposal numbers for the County remain far below the targets set by the State, it indicates that the County is doing well. Conversely, if the disposal numbers start increasing, then it provides a warning for the County to bolster its efforts on waste reduction and diversion.

This measures uses population data from the State Department of Finance and Employment Development Department as part of its calculation.

Performance Measures

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County (Residential)	3.8	3.9	3.5	3.7	3.9
Daily Garbage Disposal Rate Per Person in Unincorporated San Mateo County (Commercial)	8.3	8.4	8	8.3	8.5

Operationalize Practices of Equity and Social Justice within Sustainability Programs

Racial equity and social justice are central to achieving the mission of the Office of Sustainability, which is to build a sustainable community that fulfills the needs of the present and future. Striving for equitable stakeholder engagement and just community outcomes are integral to solving for a better, more sustainable tomorrow.

In FY 2021-22, the development of an office-wide equity framework will inform sustainability programming, and incorporate the perspectives, values, and needs that reflect and support the racial and ethnic communities of San Mateo County. In FY 2022-23 and beyond, the Office of Sustainability will operationalize practices that aim to attain the racial representation of event and program participants to match the racial demographics of San Mateo County.

Targets: FY 2021-22 - Completion of office-wide equity framework FY 2022-23 - Establish metrics to track and target improvement in engagement of program participants that reflect racial demographics of SMC

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Operationalize Practices of Equity and Social Justice within Sustainability Programs	--	--	--	Goal 1	Goal 2
Goal 1: Completion of office-wide equity framework					
Goal 2: Establish metrics to track and target improvement in engagement of program participants that reflect racial demographics of SMC					
New measure: Data will begin to be collected in FY 21-22.					

Office of Sustainability (4000D)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,398,763	1,601,940	1,735,037	2,561,928	826,891	2,573,234	11,306
Licenses, Permits and Franchises	3,155,464	3,206,148	3,045,456	3,054,321	8,865	3,054,321	–
Use of Money and Property	350,372	295,155	169,846	163,304	(6,542)	163,388	84
Intergovernmental Revenues	909,910	1,320,757	1,795,504	1,845,872	50,368	1,241,404	(604,468)
Charges for Services	1,799,844	1,832,421	1,833,443	1,871,663	38,220	1,871,663	–
Interfund Revenue	–	–	–	–	–	–	–
Miscellaneous Revenue	585,750	116,320	37,500	35,000	(2,500)	35,000	–
Other Financing Sources	1,145,898	938,196	1,667,221	1,665,414	(1,807)	1,730,414	65,000
Total Revenue	**9,346,001**	**9,310,936**	**10,284,007**	**11,197,502**	**913,495**	**10,669,424**	**(528,078)**
Fund Balance	17,198,307	18,502,819	18,369,541	17,262,013	(1,107,528)	14,123,040	(3,138,973)
Total Sources	**26,544,308**	**27,813,755**	**28,653,548**	**28,459,515**	**(194,033)**	**24,792,464**	**(3,667,051)**
Salaries and Benefits	5,980,985	5,544,238	7,883,584	8,122,752	239,168	8,304,299	181,547
Services and Supplies	8,917,837	8,583,569	12,585,734	15,996,889	3,411,155	13,321,511	(2,675,378)
Other Charges	1,010,269	1,551,665	2,924,330	2,534,440	(389,890)	2,034,721	(499,719)
Fixed Assets	–	32,215	–	–	–	–	–
Other Financing Uses	54,981	60,275	213,062	245,255	32,193	277,505	32,250
Gross Appropriations	**15,964,073**	**15,771,962**	**23,606,710**	**26,899,336**	**3,292,626**	**23,938,036**	**(2,961,300)**
Intrafund Transfers	(640,112)	–	(527,867)	(412,552)	115,315	(157,950)	254,602
Net Appropriations	**15,323,961**	**15,771,962**	**23,078,843**	**26,486,784**	**3,407,941**	**23,780,086**	**(2,706,698)**
Contingencies/Dept Reserves	1,461,804	1,805,386	1,235,145	1,235,145	–	1,235,145	–
Non-General Fund Reserves	14,679,239	14,977,219	12,059,419	8,607,763	(3,451,656)	7,692,883	(914,880)
Total Requirements	**31,465,004**	**32,554,567**	**36,373,407**	**36,329,692**	**(43,715)**	**32,708,114**	**(3,621,578)**
Net County Cost	**4,920,696**	**4,740,812**	**7,719,859**	**7,870,177**	**150,318**	**7,915,650**	**45,473**
Salary Resolution	27.0	26.0	26.0	28.0	2.0	28.0	–
Funded FTE	27.0	25.5	26.0	28.0	2.0	28.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $194,033 or 0.7 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net increase of $826,891 in this funding source due to an increase in secured and unsecured property tax collected in the County Service Area No. 8 (CSA-8) budget unit, and new Measure K funding for Active Transportation and Flood and Sea Level Rise District initiatives. The increase is partially offset by reductions in other Measure K-funded projects.

Licenses, Permits, and Franchises

There is a net increase of $8,865 in this funding source due to a projected increase in the solid waste collection fee in the County Franchise Area.

Use of Money and Property

There is a decrease of $6,542 in this funding source due to a reduction in anticipated interest earned.

Intergovernmental Revenues

There is a net increase of $50,368 in this funding source due to an increase in All Other State Aid. This increase is partially offset by a decrease in Local Government Revenue in the amount of $126,000.

Charges for Services

There is a net increase of $38,220 in this funding source due to an increase in Planning Service Fees and Refuse Disposal Charges.

Miscellaneous Revenue

There is a net decrease of $2,500 in this funding source due to a decrease in Sale of Surplus and Salvage.

Other Financing Sources

There is a decrease of $1,807 in this funding source specific to a decrease in Operating Transfer In.

Fund Balance

There is a decrease of $1,107,528 in this funding source primarily due to projected spending of appropriations at the end of FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements decrease by $43,715 or 0.1 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $239,168 in this expenditure category due to the addition of two filled permanent positions. None of the positions require new Net County Cost dollars.

Services and Supplies

There is an increase of $3,411,155 in this expenditure category primarily due to the use of existing Revenue and Reserves to fund one-time projects with new contractors to support compliance with SB 1383.

Other Charges
There is a decrease of $398,890 in this expenditure category due to the removal of one-time expenditures, including a decrease of $330,000 in the AB 939 Fund.

Other Financing Uses
There is an increase of $32,193 which is the Solid Waste Management program's Transfer Out to the Administration program for its portion of a shared cost for a new Administrative Assistant I/II position.

Intrafund Transfers
There is an net decrease of $115,315 in this expenditure category primarily due to reductions in the Resource Conservation District Wildfire Funds, Eastern Research Group contract ($30,000), and Integral Sea Level Rise Policy contract ($190,000).

Contingencies/Departmental Reserves
There no change in the General Fund Reserves expenditure category. The balance of General Fund Reserves represents 8.4 percent of General Fund Net Appropriations, which exceeds the County 2 Percent Reserves policy.

There is a decrease of $3,451,656 in the Non-General Fund Reserves expenditure category primarily due to the use of Reserves for one-time projects and grants in the Solid Waste Management program. The balance of Non-General Fund Reserves represents 73.1 percent of Non-General Fund Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST
There is an increase of $150,318 or 1.9 percent in this Department's General Fund allocation. The use of Reserves by the Solid Waste Management program offsets a large part of the overall increase from program adds and the $1,000,000 in Measure K that is being given to the Office.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decrease by $3,667,051 or 12.9 percent from the FY 2021-22 Recommended Budget to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is an increase of $11,306 in this funding source due to a projected increase in secured property tax revenue collected in the CSA-8 budget unit.

Licenses, Permits, and Franchises
There is no change in this funding source.

Use of Money and Property
There is an increase of $84 in this funding source due to an increase in interest earned because of a reduction in Fund Balance.

Intergovernmental Revenues
There is a decrease in the amount of $604,468 in this funding source due to remove of one-time funds in the amount of $169,648 in All Other State Aid where funds were provided in FY 21-22 for a one-time project in Climate Change/Adaptation and a reduction in the amount of $435,000 in one-time EPA Grant Funds in All Other Local Government Revenue in Energy and Water.

Charges for Services
There is no change in this funding source.

Miscellaneous Revenue
There is no change in this funding source.

Other Financing Sources
There is an increase of $65,000 in this funding source specific to an increase in Operating Transfer In.

Fund Balance
There is a net decrease of $3,138,973 in this funding source primarily due to a decrease in the amount of $2,676,693 in the AB 939 budget unit due to the removal of one-time projects and expenses.

TOTAL REQUIREMENTS
Total Requirements decrease by $3,621,859 or 10 percent from the FY 2021-22 Recommended Budget to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is an increase of $181,547 in this expenditure category primarily due to an increase in Regular Pay Adjustments.

Services and Supplies
There is a decrease of $2,675,378 in this expenditure category primarily due to the removal of one-time projects and grant-related expenses in the Office.

Other Charges
There is a net decrease of $499,719 in this expenditure category due to the removal of one-time projects including the Resource Conservation District for South Coast, heat and wildfire projects, and community-based organization contracts for outreach.

Other Financing Uses
There is an increase of $32,250 which is the Solid Waste Management program's Transfer Out to the Administration program for its portion of a shared cost for a new Administrative Assistant I/II position.

Intrafund Transfers
There is a net decrease of $254,602 in this expenditure category primarily due to reductions in the ERG contract ($30,000) and Integral SLR Policy contract ($80,000).

Contingencies/Departmental Reserves
There is no change in the General Fund Reserves. The balance of General Fund Reserves represents 8.8 percent of General Fund Net Appropriations, which exceeds the County two percent Reserves policy.

There is a decrease of $914,880 in the Non-General Fund Reserves expenditure category primarily due to the use of Reserves for one-time projects and grants in the AB 939, Solid Waste Management, and CSA-8 programs. The balance of Non-General Fund Reserves represents 79.2 percent of Non-General Fund Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST
There is an increase of $45,473 or 0.6 percent in this Department's General Fund allocation.

Administration (4010P)

Program Locator

County > Community Services > Office of Sustainability > **Administration**

Program Outcome Statement

Provide leadership and internal operational support, oversee external and employee communications, and facilitate community and employee engagement.

Program Results

Administration provides management and support in several key service areas that include policy and program development; budget and performance management; communications management; and community and employee engagement.

During FY 2019-21, the Office of Sustainability:

- Continued to develop a robust communications and outreach infrastructure, adding community engagement as an additional area of priority
- Facilitated professional skills development for all staff and supported employee engagement
- Progressed exploration of racial equity and social justice in internal practices

The Communications function establishes and oversees branding standards, outreach, and marketing resources to support programs in outreach and engagement efforts; develops staff capabilities in internal and external communications, stakeholder engagement, and program and office identity; and supports programs in reaching target audiences. Communications includes staff engagement, as well.

In FYs 2019-21, Communications:

- Centralized advertising and marketing support,
- Updated the Sustainability website and outreach materials, creating identifiable and actionable communications tools toward program implementation;
- Grew the role of social media and other marketing resources, including outreach templates, branding standards, processes, communications campaigns, and consultant contracts to provide consistent, results-oriented, and cost-effective communications materials across all program offerings; and
- Supported programs in pivoting to virtual events and revised outreach strategies during the COVID-19 pandemic.

During FYs 2019-21, Administration progressed employee engagement and professional development by:

- Rotating responsibility for planning and leading the monthly all-staff meeting and engaging staff in hands-on learning;
- Establishing an annual all-staff meeting and multiple feedback channels to optimize cross-sector collaboration and tackle common challenges and goals;
- Facilitating semi-annual team-building activities,
- Facilitating trainings in public speaking and Community-Based Social Marketing, in addition to individual professional development;
- Facilitating participation in cross-program committees to create shared resources and lead office-wide activities in Events and Outreach, Schools Outreach, Social Media, and Racial Equity and Social Justice.

Towards the goal of operationalizing equity and social justice, staff participated in an all-staff exercise, hosted by the County's Government Alliance on Race and Equity (GARE) team, and completed the Urban Sustainability Directors Network

(USDN) Equity Training. These initial steps build a common understanding for integrating social equity into program strategies.

Over FYs 2021-23, Administration will:

- Continue to identify opportunities to increase staff engagement and retention;
- Operationalize equity across program strategies;
- Update the Office of Sustainability Strategic Plan to aid program managers and staff in aligning goals, resources, and work effort;
- Reach community members more effectively by engaging community-based organizations in developing and conducting outreach strategies;
- Support outreach & engagement strategies of the Flood and Sea Level Rise Resiliency District (One Shoreline).

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Administration (4010P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,878,815	1,988,475	1,980,565	1,914,758	(65,807)	1,914,758	—
Total Requirements	3,510,471	3,729,574	3,477,257	3,674,163	196,906	3,692,664	18,501
Net County Cost	1,631,656	1,741,099	1,496,692	1,759,405	262,713	1,777,906	18,501
Salary Resolution	10.0	5.0	5.0	6.0	1.0	6.0	—
Funded FTE	10.0	5.0	5.0	6.0	1.0	6.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $1,801,287. Net funding adjustments in FY 2022-23 total $1,707,257.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,754,855)	(1,689,048)
Gross Appropriations	46,432	18,209
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	1,801,287	1,707,257
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance that are set aside in Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,689,048	1,689,048
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,689,048)	(1,689,048)
Positions	—	—

3. Administrative Assistant II: This action adds one Administrative Assistant II position (confidential) for support across all programs, to relieve program staff from administrative functions, and ensure effective use of program staff resources. The current support level is at 0.5 FTE; the department proposes to increase the share of each program's costs in order to convert the 0.5 FTE into a full-time equivalent. There is zero Net County Cost associated with this action.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	150,474	292
Intrafund Transfers	—	—
Net County Cost	150,474	292
Positions	1	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(65,807)	—
Gross Appropriations	196,906	18,501
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	262,713	18,501
Positions	1	—

Climate Change / Adaptation (4020P)

Program Locator

County > Community Services > Office of Sustainability > **Climate Change / Adaptation**

Program Outcome Statement

Reduce greenhouse emissions and impacts associated with climate change

Program Results

The Climate Change/Adaptation Program focuses on community and government operations greenhouse gas emissions reductions, community education and volunteer training, business engagement, and preparation for climate change impacts or climate change adaptation.

The Program works to track and reduce emissions through development and implementation of Climate Action Plans for unincorporated San Mateo County and government operations. In January 2021, the Board adopted an updated Government Operations Climate Action Plan (GOCAP), which outlines a comprehensive strategy to significantly reduce fossil fuels and other sources of greenhouse gas (GHG) emissions from County operations. The goal of the plan is to get as close as possible to zero emissions, or carbon neutrality, by 2035. In order to become carbon neutral, the County must reduce GHG emissions from government operations, such as buildings and facilities, transportation, and waste, as much as possible. Any remaining emissions must be addressed through carbon sequestration, which captures and stores carbon in soil and plants. The Climate Action Plan for unincorporated San Mateo County, the Community Climate Action Plan (CCAP), is underway and will be ready for Board consideration in summer 2021.

In FY 2021-23, the Program will focus on two main areas needed for carbon neutrality: electrifying buildings and increasing the number of electric vehicles. The Program will identify funding strategies that enable efforts to be scaled at the level needed to meet goals, and to be accessible for the entire community, including lower-income socially vulnerable communities.

During FYs 2019-21, the Program conducted significant outreach and engagement to diverse communities throughout San Mateo County and continued to reach community members through virtual, online events during the COVID-19 pandemic. In total, the Program reached over 4,800 individuals through over 90 events during the two years, targeting high school youth, city staff and elected officials, community members, representatives from nonprofits, businesses, special districts, and others.

The Program continued to engage high school students through the Youth Exploring Sea Level Rise education program, reaching 1,240 students in FYs 2019-21, 26 percent of whom are eligible for Free and Reduced Meals Programs.

The Sustainability Academy continued to reach diverse communities during the COVID-19 pandemic and transitioned programming to an online format, providing high-quality educational and volunteer training opportunities, reaching approximately 1480 community members in FYs 2019-21.

The Program also conducts countywide climate change adaptation and resilience planning and produces and synthesizes information on climate change impacts. During FYs 2019-21, the Board adopted a Sea Level Rise Policy for County-owned facilities and continued the Climate Ready SMC Initiative.

The Green Business Program continued to certify sustainable small and medium businesses and adapted to COVID-19 with a virtual certification process and the creation of a 'SMC Open for Business" campaign. Over FYs 2019-21, the Green Business Program certified 71 businesses and is now one of the leading Green Business programs in the state.

Performance Measures

Percent Increase in Program Participants that Represent Socially Vulnerable Communities

The Climate Change Program works to implement programs and policies to prepare the County's most vulnerable communities for the impacts of climate change. This new measure seeks to understand whether these programs are serving the intended audience.

This measure will track the zip codes of people reached through a self-reported survey and participants from communities in the lowest quartile of the Healthy Places Index in order to determine whether outreach efforts are reaching the populations most vulnerable to climate change impacts in the County. We will also determine any other ways to collect zip codes from participants.

One challenge with this measure will be getting a high enough response rate from participants to accurately capture the people we are reaching in our programs.

Another challenge with this measure is determining the best index to represent vulnerable communities. The Healthy Places Index is focused on health outcomes, which are related to vulnerability to climate impacts, but it doesnt include all relevant factors. For example, disability is not included in the index. However, disability is a key factor of vulnerability when considering climate impacts.

We will determine other methods to evaluate whether the Climate Change team programs are reaching vulnerable populations over the next year and will then determine whether to adjust this measure.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent increase in program participants that represent socially vulnerable communities, as measured by communities with the lowest quartile of the Healthy Places Index	--	--	--	--	--
New measure: Data will begin to be collected in FY 21-22.					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Climate Change / Adaptation (4020P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	178,966	2,085,820	1,272,082	1,638,468	366,386	1,424,884	(213,584)
Total Requirements	1,532,574	2,357,496	3,087,190	3,543,482	456,292	3,337,264	(206,218)
Net County Cost	1,353,608	271,676	1,815,108	1,905,014	89,906	1,912,380	7,366
Salary Resolution	4.0	5.0	5.0	5.0	—	5.0	—
Funded FTE	4.0	4.5	5.0	5.0	—	5.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $958,906. Net funding adjustments in FY 2022-23 total $932,250.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,102,614)	(1,138,468)
Gross Appropriations	(259,023)	(460,820)
Intrafund Transfers	115,315	254,602
Net County Cost	958,906	932,250
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance that are set aside in Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	969,000	924,884
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(969,000)	(924,884)
Positions	—	—

3. Fund for Electrification: This action adds funds for contract services - to support electrification of buildings and transition to electric vehicles - and implementation of the Community Climate Action Plan and the Government Operations Climate Action Plan.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	100,000	—
Intrafund Transfers	—	—
Net County Cost	100,000	—
Positions	—	—

4. New Measure K - Flood and Sea Level Rise District: This action adds new Measure K funds for work in the Flood and Sea Level Rise District.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	500,000	—
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	366,386	(213,584)
Gross Appropriations	340,977	(460,820)
Intrafund Transfers	115,315	254,602
Net County Cost	89,906	7,366
Positions	—	—

Livable Communities (4030P)

Program Locator

County > Community Services > Office of Sustainability >**Livable Communities**

Program Outcome Statement

Provide accessible transportation options and a range of homes for people of all incomes and ages to create a thriving community in San Mateo County

Program Results

The Livable Communities Program goals are to decrease greenhouse gas emissions through the availability of housing at all income levels and accessible alternative transportation through three main initiatives:

- Promote active transportation solutions or taking alternative options via the sharing economy or public transit.
- Implement Shift, the employee commute program, that provides County employees incentives to use alternatives such as public transit, vanpools, carpools, biking, and walking to reduce traffic congestion.
- Manage and staff the Home for All San Mateo County initiative working to produce and preserve housing at all income levels.

During FYs 2019-21, through a grant awarded by Caltrans, the Program developed an Active Transportation Plan for unincorporated San Mateo County that was adopted by the Board of Supervisors in February 2021. The Plan provides a framework for the implementation of infrastructure improvements and supporting policies and programs. The Program also staffs the Bicycle and Pedestrian Advisory Committee, which advises the Board of Supervisors on active transportation policies, plans, and programs.

Shift, the employee commute program, oversees public transit, vanpool, carpool, bike, and walk cash subsidies for approximately 1,400 participating County employees. During FYs 2019-21, Shift enhanced subsidies for public transit and vanpools, launched a Caltrain GoPass pilot, and expanded the commute cash subsidies for walking, biking, carpooling, and telework.

During FYs 2019-21, the Home for All initiative continued its work to establish a climate in San Mateo County where all types of housing are produced and preserved. In FYs 2019-21, Home for All:

- Partnered with two jurisdictions in its housing community engagement program.
- Collaborated with 21 Elements to develop messaging resources to educate communities on the housing element update process.
- Launched five task forces focused on funding, second units, transportation, climate adaptive housing, and educator and workforce housing.

For FYs 2021-23, the Program will continue to promote and explore creative solutions to housing and alternative transportation through its ongoing programs and initiatives. Alternative transportation opportunities will include partnering with County departments through the transportation work group to develop a shared strategic transportation vision and workplan for the County. Shift will implement new subsidies and a more aggressive marketing campaign promoting alternative options for employee commutes, particularly as employees transition back to working on-site. Additionally, the Program will continue to staff and support the Home for All Initiative, implement task force work plans, and host housing community convenings on various housing issues and best practices.

Performance Measures

Percent of Shift Participants that Live in MTC Communities of Concern

San Mateo County has a high cost of living, specifically the cost of housing, forcing the workforce to live in the adjacent counties and beyond. This is causing the workforce to have significant commutes to work, which is true for County employees. Additionally, Transportation emissions account for 40 percent of greenhouse gas emissions. Shift provides a variety of subsidies to encourage employees to use an alternative mode of transportation other than a single occupancy vehicle to commute to work. By evaluating the percentage of the workforce that lives in a community of concern, we can determine whether County subsidies are targeting employees that have a transportation burden. We can also determine if subsidies need to be redesigned to serve more employees with greater needs.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Shift participants that live in MTC communities of concern	--	--	--	--	--
New measure: Data will begin to be collected in FY 21-22.					

Number of Active Transportation Grants Applied for and Projects Implemented by Census Tract and the Healthy Places Index

San Mateo County recently adopted its first active transportation plan which includes projects, improvements, polices, and programs to improve and build out the active transportation network in the unincorporated County. However, these projects require significant financial and staffing resources to be implemented, requiring the County to leverage federal and state grant opportunities. By tracking the number of projects implemented and grants applied for by Census Tract and the Healthy Places Index, the County can evaluate its progress on the active transportation plan priorities and whether financial resources are being invested in communities with the greatest health needs.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of active transportation grants applied for and projects implemented by Census tract and the Healthy Places Index	--	--	--	--	--
New measure: Data will begin to be collected in FY 21-22.					

Annual Percentage of Progress on County's RHNA Allocation Goals

Jurisdictions in San Mateo County are allocated goals from the state for building above moderate, moderate, low, and very low income housing every eight years. By tracking our progress countywide, we can determine the level of resources, policies, and investment needed to building housing at all income levels. Home for All San Mateo County is a countywide community collaborative among multiple community partners working to produce and preserve housing at all income levels. The initiative leverages existing resources and identifies innovative housing solutions and partnerships to create pathways and overcome challenges to creating more homes so that a range of homes for people of all incomes and ages are needed for a thriving community. Additionally, we can also identify gaps in the housing being built by tracking annual progress, allowing the County to direct funds to subsidize housing or resources to help with community engagement to support project approvals at the city levels. However, the challenge with the metric is the reliance on individual cities to be committed toward working to meet their housing goals. This is the only data collected to track accurate housing development progress on an annual basis.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Annual Percentage of progress on County's RHNA allocation goals	--	--	--	--	--
New measure: Data will begin to be collected in FY 21-22.					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Livable Communities (4030P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,486,453	2,207,162	2,579,086	3,098,977	519,891	3,053,927	(45,050)
Total Requirements	3,694,643	3,666,102	5,809,977	6,312,860	502,883	6,277,295	(35,565)
Net County Cost	1,208,190	1,458,939	3,230,891	3,213,883	(17,008)	3,223,368	9,485
Salary Resolution	4.0	5.0	5.0	5.0	—	5.0	—
Funded FTE	4.0	5.0	5.0	5.0	—	5.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $403,298. Net funding adjustments in FY 2022-23 total $384,741.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(400,415)	(420,306)
Gross Appropriations	2,883	(35,565)
Intrafund Transfers	—	—
Net County Cost	403,298	384,741
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance that are set aside in Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	420,306	375,256
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(420,306)	(375,256)
Positions	—	—

3. Measure K - Active Transportation: This action adds Measure K funds for active transportation work.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	500,000	—
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	519,891	(45,050)
Gross Appropriations	502,883	(35,565)
Intrafund Transfers	—	—
Net County Cost	(17,008)	9,485
Positions	—	—

Energy and Water (4040P)

Program Locator

County > Community Services > Office of Sustainability > **Energy and Water**

Program Outcome Statement

Implement energy efficiency and water quality programs, and water conservation projects

Program Results

The Energy and Water Program supports efforts to decarbonize residential and commercial buildings; increase water quality and water conservation; and measure and reduce greenhouse gas emissions.

Through the Bay Area Regional Energy Network (BayREN), the Program provides rebates and technical assistance to support single-family and multi-family homes and small- to medium-size businesses in implementing energy efficiency and/or electrification projects. BayREN also provides support to municipal building departments to increase compliance with the California Energy Code and optional Reach Codes (ordinances that prevent use of natural gas and access to electric vehicle (EV) charging infrastructure in new construction). In FY 2021-23, the Program will continue exploring strategies for accelerating the transition of existing buildings from natural gas to electricity.

Through the San Mateo County Energy Watch (SMCEW), the Program helps local governments, special districts, schools, and small businesses identify energy efficiency and energy management opportunities and refers them to contractors and programs that can provide technical assistance, rebates, and installation services. SMCEW also provides climate action planning tools and technical assistance to local governments for climate action planning, as well as annual community greenhouse gas inventories.

The Program coordinates with County departments to transition the County's fleet to electric vehicles and increase access to EV charging infrastructure for employees and the public. In FY 2019-20 the Program helped coordinate the installation of 60 EV charging stations in County Parking Garage 1.

The Program coordinates County departments in improving water quality to comply with the Municipal Regional Stormwater Permit (MRP) issued by the Regional Water Board. In FYs 2019-21, the Program continued development of a Green Infrastructure Plan and continues to identify Green Infrastructure projects to capture, store, and treat stormwater on site using specially designed landscape systems. In FY 2021-23, the Program will develop initial designs for regional Green Infrastructure projects, funded by a grant from the EPA.

To assess the status of the San Mateo Plain Groundwater sub-basin, the largest of nine groundwater basins in San Mateo County, the Program started a groundwater elevation monitoring program in FY 2019-20. Monitoring continued in FY 2020-21 and will be ongoing throughout FYs 2021-23.

To help residents and County departments use water efficiently and reduce unnecessary water usage, the Program funded water conservation fixtures at County Parks in FY 2019-20. In addition, the Program has been piloting smart water meter technology at 40 homes in Foster City and Burlingame to determine how the technology impacts user awareness and decreases water usage. The project will be completed in FY 2020-21.

Performance Measures

Percent of Energy Program Referrals from Socially Vulnerable Communities to Project Implementers

Two programs in the Office of Sustainability Energy and Water division (4040P) refer customers to project installers that can support them in implementing decarbonization projects, including energy efficiency and/or other energy management projects. The programs help customers reduce and green their energy use.

The two programs are: BayREN, which serves single-family and multi-family residential, small- and medium-size businesses (SMB), and municipal customers, and the San Mateo County Energy Watch which serves small and medium business, municipal, and public K-12 school district customers.

For this performance measure, Office of Sustainability tracks total customers referred to project installers who will support the customers, and also the percentage of those referred customers who are located in socially vulnerable communities.

In the first year, OOS will track referrals and identify the socially vulnerable communities to prioritize in San Mateo County. Once the socially vulnerable communities have been determined, the Energy and Water division will report the baseline for total referred and percentage of referred customers located in those communities. The division will also set a target percentage in its first year.

To meet the goals, program staff will adapt outreach strategies and program design (as possible) to better serve socially vulnerable communities. These efforts will make the programs more inclusive and improve the lives of customers in San Mateo County more equitably.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Energy Program Referrals from Socially Vulnerable Communities to Project Implementers	--	--	--	--	--
New measure: Data will begin to be collected in FY 21-22.					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Energy and Water (4040P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	548,105	468,964	1,548,968	1,427,968	(121,000)	992,968	(435,000)
Total Requirements	1,315,732	1,751,746	2,726,136	2,419,843	(306,293)	1,994,964	(424,879)
Net County Cost	767,628	1,282,782	1,177,168	991,875	(185,293)	1,001,996	10,121
Salary Resolution	3.0	3.0	3.0	3.0	–	3.0	–
Funded FTE	3.0	3.0	3.0	3.0	–	3.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $30,675. Net funding adjustments in FY 2022-23 total $226,089.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(336,968)	(650,968)
Gross Appropriations	(306,293)	(424,879)
Intrafund Transfers	–	–
Net County Cost	30,675	226,089
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance that are set aside in Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	215,968	215,968
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	(215,968)	(215,968)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(121,000)	(435,000)
Gross Appropriations	(306,293)	(424,879)
Intrafund Transfers	—	—
Net County Cost	(185,293)	10,121
Positions	—	—

Solid Waste Management (4060B)

Program Locator

County > Community Services > Office of Sustainability > **Solid Waste Management**

Program Outcome Statement

Administer and implement resource conservation and waste diversion programs and policies in the county, including unincorporated areas

Program Results

The Program focuses on increasing diversion of solid waste from landfills through recycling, source reduction, composting, and outreach and educational programs to conserve resources and reduce greenhouse gas emissions. The Program is also responsible for ensuring compliance with various state mandates around solid waste and recycling.

The Program provides administrative support for the Pescadero Transfer Station (PTS) in the South Coast area of the county and manages programs and the solid waste franchise agreement for county pocket areas (e.g. County Franchised Area (CFA)). Republic Services was awarded the contract for the PTS and continues to process the waste and recycling for the South Coast area.

In CFA, curbside solid waste collection services are provided by Recology San Mateo County (Recology). In Calendar Year (CY) 2020, Recology collected 4,004 tons for disposal and diverted 7,275 tons of recyclables from the curbside collection services. The waste diverted through these efforts help to meet the mandated diversion targets for the unincorporated areas. In CFA, an increase in disposal and recycling in CY 2020 was observed, which may be due to more residents telecommuting and remote learning during the COVID-19 pandemic.

In FYs 2019-21, the Program began planning for regulations for organic waste collection (SB 1383) that go into effect in 2022, including an expansion of an edible food recovery program pilot.

As part of its source reduction efforts, the Program developed an ordinance that requires food service facilities to provide only compostable, fiber-based foodware and to provide accessories only upon request.

As part of its outreach efforts, the Program received over 320,000 page views for its website and received over 600 calls to its hotline. Due to the COVID-19 pandemic, the Program pivoted from in-person events (e.g. workshops, collection events) to conducting virtual activities where feasible.

In FYs 2021-23, the Program expects to significantly increase its efforts towards compliance with SB 1383, including:

- Expanding the edible food recovery program countywide;
- Coordinating the purchase of recycled content products for County departments; and
- Implementing programs around organic waste diversion for the unincorporated county areas.

Education and outreach programs will largely focus on digital channels rather than in-person events. The programs that will be conducted digitally/remotely include: construction and demolition waste management, surplus property, online recycling database (Recyclestuff.org), and the Schools Program.

The Program will also continue program activities for mandates under AB 939, AB 1826, and AB 341, and continue to find ways to reduce illegal dumping in the unincorporated areas. A new campaign called 'Love Your Street" was launched countywide in the Spring of 2021, to encourage residents to pick up litter within their neighborhoods.

Finally, the Program plans to track the percentage of schools that receive resources from the Schools Program that have an above-average percentage of students eligible for the Free and Reduced Meals Program. This measure will provide an equity lens to program planning and will help ensure that communities in the county that have a higher need for the Program's resources have adequate access.

Performance Measures

Percent of Schools Receiving Programs or Services from the Schools Program that Have an Above Average Percentage of Students Eligible for the Free/Reduced Meal Program

The Schools Program of the Office of Sustainability focuses on providing environmental education to schools throughout the county, more specifically around the four Rs: reduce, reuse, recycle, rot (compost). This includes providing free field trips to the local transfer station, recycling centers, and landfills. The Program also provides in-classroom activities, workshops, and lessons for no charge to teachers.

For its equity measure, the Waste Reduction team aims to examine the demographics of the schools that receives its services in an effort to allocate more resources to the schools that may need them more. Data on the percentage of students eligible for the Free/Reduced Meal Program (FRMP) provides some insight into this issue. In San Mateo County, the average percentage of students eligible for the FRMP is about 38 percent. By actively working to promote the Schools Program to schools that have more than 38 percent of its students eligible for the FRMP, the Waste Reduction team hopes to more equitably distribute its resources to teachers and students in need.

One challenge with this metric is that it only encompasses the socioeconomic factors associated with equity, and does not necessarily take into consideration other categories such as race/ethnicity. The Waste Reduction team hopes to spend the first year analyzing the data available to determine if there may be a way to integrate both socioeconomic and race/ethnicity data into this measure.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of schools receiving programs or services from the Schools Program that have an above average percentage of students eligible for the Free/Reduced Meal Program	--	--	--	--	--
New measure: Data will begin to be collected in FY 21-22.					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Solid Waste Management (4060B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	13,498,746	13,528,120	12,747,587	11,960,301	(787,286)	9,250,336	(2,709,965)
Total Requirements	13,498,746	13,528,120	12,747,587	11,960,301	(787,286)	9,250,336	(2,709,965)
Net County Cost	0	–	–	–	–	–	–
Salary Resolution	6.0	8.0	8.0	9.0	1.0	9.0	–
Funded FTE	6.0	8.0	8.0	9.0	1.0	9.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $10,092,225. Net funding adjustments in FY 2022-23 total $8,391,934.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(9,454,705)	(8,633,335)
Gross Appropriations	942,999	69,294
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	(305,479)	(310,695)
Net County Cost	10,092,225	8,391,934
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance that are set aside in Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	8,667,419	5,923,370
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(8,667,419)	(5,923,370)
Positions	—	—

3. SB 1383 Regulation Compliance: This action supports the planning and implementation of the County's effort to comply with SB 1383 regulations, which go into effect in 2022. This includes adding one new permanent Resource Conservation Specialist I/II/III position, additional contracts with consultants, expansion of the existing edible food recovery program, and the required procurement of organic waste products.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	1,251,887	(2,219,060)
Intrafund Transfers	—	—
Non-General Fund Reserves	(2,676,693)	(249,504)
Net County Cost	(1,424,806)	(2,468,564)
Positions	1	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(787,286)	(2,709,965)
Gross Appropriations	2,194,886	(2,149,766)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(2,982,172)	(560,199)
Net County Cost	—	—
Positions	1	—

OOS - County Service Area #8 (4070B)

Program Locator

County > Community Services > Office of Sustainability > **County Service Area No. 8**

Program Outcome Statement

Provide quality, cost-effective waste services and other programs to residents and businesses in County Service Area No.8 (North Fair Oaks)

Program Results

The Program administers solid waste collection and diversion programs, illegal dumping, and administers contracts for other programs (e.g. landscaping, fire protection services for a subset (assessment) area, community center, and graffiti abatement) within the service area.

County Service Area No. 8 (CSA-8) has a franchise agreement for garbage collection services with Recology San Mateo (Recology). During Fiscal Year (FY) 2019-20, the Board of Supervisors adopted an 'Amended Recology Franchise Agreement" for a 15-year term ending on December 31, 2035, for the Unincorporated areas within the South Bayside Waste Management Authority (SBWMA). The Program monitors the services provided to customers to cost-effectively implement and manage waste reduction and diversion programs.

In Calendar Year (CY) 2020:

- Recology collected 5,787 tons for disposal and diverted 4,739 tons of recyclable materials from the curbside collection services, representing a slight decrease from the previous calendar year due to reduced commercial services and consumption during the COVID-19 pandemic. The recycling tonnages collected in this service area represent diversion of solid waste from landfills, helping to meet the state-mandated diversion targets for the unincorporated areas. The distribution of the recycling tonnage diverted curbside in the service area were: 31 percent from the commercial sector, 17 percent from multifamily dwellings, and 53 percent from residential customers.
- 331 incidents were reported and responded to within the community through the 'Report It SMC!" app. This user-friendly tool allows County staff and the public to easily report graffiti, illegal dumping, abandoned shopping carts, and excessive litter.

The Program also administers the contract with the City of Redwood City for fire services for a subset area of assessment and a portion of the operating costs for the North Fair Oaks Community Center.

- In FY 2019-20, the Redwood City Fire Department responded to approximately 197 calls in CSA-8, and 90 percent of these calls were responded to within 7 minutes or less.
- The North Fair Oaks Community Center serves approximately 7,000 households and 20,000 individuals each year. Approximately 25 percent of these visitors are from CSA-8.

In FYs 2021-23, the Program will continue to manage the franchise agreements with Recology and review the garbage and recycling service levels for commercial and multifamily dwellings in CSA-8. This will serve to increase recycling to meet the State mandated requirements (AB939, AB1826, AB341, and SB1383), and decrease illegal dumping and bin overages near commercial buildings and multifamily complexes.

Performance Measures

Tons of Solid Waste Materials Collected by Recology Curbside in County Service Area No. 8

Due to the temporary nature of their occupants, the recycling challenges commercial and multi-family buildings face are often different from single-family dwellings/residential dwellings. The State has begun requiring commercial and multi-family property owners to offer tenant/occupants the opportunity to recycle through new legislation (SB 1383, AB 1826, AB 341). This is an area in CSA No. 8 that provides opportunity for multi-family and commercial buildings which are often left out of such initiatives. The data used to track this measure will be account data from Recology for the three sector types (commercial and multi-family recycling diversion percentages, and residential recycling rates).

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Tons of Solid Waste Materials Collected by Recology Curbside in County Service Area No. 8					
• Disposal	5,970	5,939	5,787	5,780	5,780
• Diverted	4,668	4,848	4,740	4,730	4,730

Performance Measure's Equity Lens	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target
Recycling Rate Percentages				
• Commercial Recycling rates %	33%	31%	32%	32%
• Multifamily Recycling Rates %	21%	17%	18%	19%
• Residential Recycling rates %	66%	53%	54%	54%

Tons of Solid Waste Materials Collected by Recology Curbside in County Franchised Area

Due to the temporary nature of their occupants, the recycling challenges commercial and multi-family buildings face are often different from single-family dwellings/residential dwellings. The State has begun requiring commercial and multi-family property owners to offer tenant/occupants the opportunity to recycle through new legislation (SB 1383, AB 1826, AB 341). This is an area referred to as the Unincorporated Franchised Area (County Franchised Area), not including West Bay Sanitary District and CSA No. 8, that provides opportunity for multi-family and commercial buildings which are often left out of such initiatives. The data used to track this measure will be account data from Recology for the three sector types (commercial and multi-family recycling diversion percentages, and residential recycling rates).

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Tons of Solid Waste Materials Collected by Recology Curbside in County Franchised Area					
• Disposal	4,044	3,955	4,004	4,004	4,004
• Diverted	7,156	7,109	7,275	7,275	7,275

Performance Measure's Equity Lens	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target
Recycling Rate Percentages				
• Commercial Recycling rates %	34%	33%	33%	33%
• Multifamily Recycling Rates %	15%	16%	17%	18%
• Residential Recycling rates %	70%	70%	71%	71%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

00S - County Service Area #8 (4070B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	7,851,805	7,514,122	8,525,260	8,419,043	(106,217)	8,155,591	(263,452)
Total Requirements	7,851,805	7,514,122	8,525,260	8,419,043	(106,217)	8,155,591	(263,452)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $5,300,272. Net funding adjustments in FY 2022-23 total $5,032,477.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(5,406,489)	(5,295,929)
Gross Appropriations	202,306	(70,017)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	(308,523)	(193,435)
Net County Cost	5,300,272	5,032,477
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance that are set aside in Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	5,300,272	5,032,477
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	(5,300,272)	(5,032,477)
Positions	–	–

3. New Term Resource Conservation Specialist III: This action supports the program's effort to comply with SB 1383 regulations in two County Franchised Areas (CFA) in CFA Waste Management (Org 40612) and County Service Area #8 Solid Waste Services (Org 40712) which go into effect in 2022.

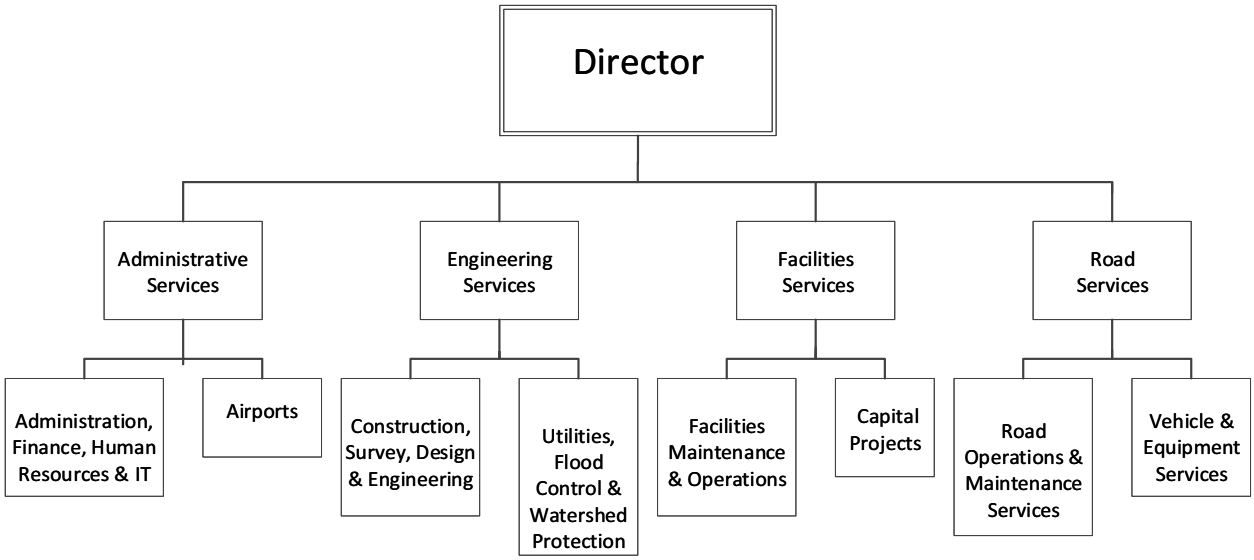
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	160,961	161,246
Intrafund Transfers	–	–
Non-General Fund Reserves	(160,961)	(161,246)
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(106,217)	(263,452)
Gross Appropriations	363,267	91,229
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	(469,484)	(354,681)
Net County Cost	–	–
Positions	–	–

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DEPARTMENT OF PUBLIC WORKS



Department Locator

County > Community Services > **Department of Public Works**

Mission Statement

The Department of Public Works provides efficient, economical, and responsive infrastructure systems and maintenance; facility engineering, design, development, and maintenance; and utilities and environmental services to San Mateo County. Services ensure cost effective, accessible, and attractive County facilities.

Overview

The Department provides San Mateo County residents and County departments with several key services. The Department designs, constructs, repairs, and maintains County roads; manages and maintains the County fleet; operates and maintains the County's offices, hospital, clinics, and detention facilities; operates and maintains the San Carlos and Half Moon Bay Airports; and manages the design and construction of County capital projects. Additionally, the Department provides sewer/sanitation management in 10 districts; streetlight maintenance management in 11 districts; drainage maintenance management in six districts; and water system management in La Honda (CSA 7) and Pescadero (CSA 11).

Reduced program revenues are expected in FY 2021-23 for Roads and Airports:

- Maintaining the County's road infrastructure will be challenging given the estimated 12 percent reduction in gas tax revenues due to impacts from COVID-19, specifically more people working from home and therefore driving less. The reduction in revenue will impact the Department's infrastructure maintenance program and reduce the number of Road projects, crack-sealing efforts, culvert replacements, and pipe replacement projects.
- A significant decrease in the number of flights at the County's airports has negatively impacted airport businesses and revenues including reduced landing fee and transient fee revenues, reduced revenues from flight schools, and lower restaurant revenues. This has caused a significant reduction in the number of airport-funded projects to be executed in FY 2021-23.

Challenges facing Utility Districts and County Service Areas include the following:

- Increased development and higher density housing have impacted County-governed sewer/sanitation districts in terms of pipe capacity and sewage treatment costs and capacity.
- La Honda Water System (County Service Area 7) faces the challenge of an aging and failing water system that is expensive to operate and has a small rate base that is not sufficient to fund all the necessary capital improvement projects to adequately maintain the water system.
- Pescadero Water System (County Service Area 11) water rates need to be increased this year to keep the CSA financially viable. Additionally, the community will need to understand and weigh the consequences of adding the new fire station and Pescadero Middle/High School to the system considering the negative impacts they will have on the long-term viability of the confined aquifer water source while evaluating the potential build-out described in the Local Coastal Plan.

In FY 2021-23, the Department plans to aggressively increase the amount of capital project spending from approximately 26 percent of budget to 50 percent through filling three, hard-to-fill vacant project manager positions and increasing use of consultant firms to provide greater flexibility in resources used to initiate and complete capital projects.

Department Innovations

- Voluntary Noise Abatement Procedures (VNAP): Videos of pilots flying approved VNAP procedures for both airports are available on the Airports' website for pilots to review prior to operations. These procedures reduce aircraft noise impacts to residents.

- Pedestrian Improvements: In FY 2021-23 the Department will explore the use of adaptive pedestrian crossing and light phasing. This will provide additional crossing time for improved intersection crossing for users at various mobility levels.

Performance Measures

Race/Ethnic Composition of DPW Workforce Approximates Composition of San Mateo County +/-4 Percent

The Department of Public Works (DPW) continues to meet the County of San Mateo's commitment to equal employment opportunity, diversity and inclusion in its employment practices, program operations, and service delivery systems.

DPW supports the County's goals and actions steps to:

- Attract and retain a diverse workforce that is reflective of the community
- Increase inclusion among employees of differing identities and backgrounds to promote a welcoming and productive workforce that responds to the needs of a diverse community
- Promote a work environment that is free from all forms of discrimination and harassment, including unfair treatment based on sex, race, religion, color, national origin or ancestry, physical or mental disability, medical condition, age, gender (including gender identity and gender expression), sexual orientation, or any other basis protected by federal or state law
- Provide opportunities for career development and advancement for all employees, and identify barriers and challenges to diversity and inclusion and remove them or develop solutions
- Increase the pool of qualified, diverse applicants, particularly for job categories or areas that are underrepresented

DPW believes that it is important to meet the challenges of hiring the best candidates for job openings along with maintaining a race/ethnic composition within the department closely matches the race/ethnic composition of the County. DPW provides services within a County that is very diverse. By having a race/ethnic composition that is as diverse as the communities it serves, DPW staff can incorporate their different life experiences and points of view to develop strategic objectives and implement solutions to meet the needs of a diverse community.

Category	White	African American	Asian (including Hawaiian, Pacific Islander, and Filipino)	Native American/ Alaska Native	Hispanic/ Latinx
Race/Ethnic Composition of San Mateo County	40%	2%	28%	0%	26%
Race/Ethnic Composition of DPW	36%	5%	24%	0%	29%

Category	Two or More Races/ Unspecified
Race/Ethnic Composition of San Mateo County	4%
Race/Ethnic Composition of DPW	6%

Performance Measures

Number of Non-Traditional/Innovative Features Incorporated into Department Managed Projects in the County Maintained Road System

The Department of Public Works (Department) maintains 315 miles of roads and appurtenances. The Department must consider and evaluate durable, cost effective road network enhancements and preservation, repair, or rehabilitation strategies for roadways to support the continued use and condition of the roadway system. This evaluation considers the Departments limited and restricted revenue, environmental constraints, and specific roadway conditions when implementing projects. Through a project evaluation process, the Department considers opportunities to employ non-traditional or innovative strategies to complete a project of equal or better quality than could otherwise be accomplished with traditional methods or practices at a lower overall delivery cost or lower lifetime cost. These innovative techniques positively impact the community and the environment by reducing landfill waste, extending the life cycle of the roadway, reducing our carbon footprint and greenhouse gas emissions, and enhancing traffic mobility design. Once projects are identified, the Department will quantify the amount or length of alternative application used.

Examples of non-traditional features that could be considered/evaluated*:

- Rubberized Hot Mixed Asphalt (RHMA) using non-traditional material in roadway rehabilitation.
- Asphalt-Rubber Chip Seal (ARCS) using non-traditional material in pavement preservation treatment.
- Rubber mulch in non-structural fill using non-traditional material in bridge projects.
- Warm Mixed Asphalt using non-traditional paving method in roadway rehabilitation.
- Cold-In-Place Recycling using non-traditional construction process in roadway reconstruction.
- Full-Depth Reclamation using non-tradition construction process in roadway reconstruction.
- Pipe liners & slip liners for culverts using non-tradition construction process in culvert repairs and rehabilitation.
- Adaptive Signals at Intersections using innovative technology to adjust the timing of traffic signals based on traffic demands to ease traffic congestion.
- Adaptive Pedestrian Crossings* provides additional crossing time for improved intersection crossing for all users and enhanced mobility design.

Some non-traditional methods, however, cannot be used due to specific road conditions (location, existing road material, required access, etc.)

Benefits of non-traditional features incorporated into projects may result in the following:

- Utilizing rubber in materials for road preventative or rehabilitation projects: rubber tires that would otherwise be put in a landfill can be utilized in certain roadway treatments and under appropriate conditions. Bridge and other projects could also utilize ground-up recycled tires in embankment fill. Consideration can be given to these applications during the project scoping process.
- Utilizing pipe liners to line the inside of existing storm drain pipes results in less material being removed and taken to a landfill. This technology reduces the impacts to the roadway users and community during construction activities and may potentially cost less.
- Methods to rejuvenate and reuse existing roadway materials such as Cold-in-Place recycling or Full-Depth- Reclamation can be utilized to reduce the amount of paving materials brought to a site and waste material taken to a landfill.
- Methods to reuse existing pavement materials with the addition of certain strengthening agents such that the existing material can be reused as a roadway base before paving a road helps reduce the amount of waste material taken to a landfill and reduces the carbon footprint and greenhouse gas effects.
- Modifying, reclaiming, or utilizing existing material for a project reduces the number of truck trips to and from landfills, and reduces the carbon footprint and greenhouse gas effects.
- Non-traditional technologies can leverage existing materials for reuse and divert materials that may otherwise be sent to landfills.
- Non-traditional strategies help preserve landfill capacity, reduce truck trips and truck emissions, and result in other identifiable benefits such as reducing the carbon footprint and greenhouse gas effects.

Performance Measures

Other emergent non-traditional technologies, material, and processes will be evaluated and could be considered for implementation if determined to be cost effective, environmentally beneficial, and sustainable. The Department believes it is important to research, understand and evaluate non-traditional technologies that may be beneficial for maintaining the road system. These technologies help preserve natural resources, could be superior to traditional treatments, may be financially beneficial over the anticipated life of the project, may reduce impact to the residents/public, and provide other notable environmental benefits. An example of the use of these innovation measures is the Road project on Butano Cut-Off in Pescadero. This project utilized both the cold in place recycling process to reduce material going to the landfill and asphalt rubber chip seal to reduce the number of tires going to the landfill and increase life expectancy.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Non-Traditional/Innovative Features Incorporated into Department Managed Projects in the County Maintained Road System	-	-	3	3	3

New Measure: Prior year data is not available.

50 Percent of Budget Spent on Approved Capital Projects on an Annual Basis (Including Projects for Other Departments)

The County of San Mateo's annual investment in the capital program is designed to support its communities and outlying regions through the beautification, rejuvenation, removal of barriers, and enhancement of its assets. The assets, mainly comprised of county-owned buildings, roadways, parks, and utility infrastructure require a variety of resources to maintain their availability to the public. Over the past two years, capital spending has occurred at approximately 26 28% of the total capital budget. Over the next five years, the need for substantial infrastructure investment is expected to focus on the buildings most needed and accessed by the public.

East Palo Alto Government Center improvements:

The County of San Mateo Government Center is at a pivotal moment in the buildings life span. There are immediate needs to improve critical infrastructure in order to keep the building in good working order and there are also long-term expansion requests by the building tenants that are essential to the City of East Palo Alto. These tenants serve as a vital resource for the City of East Palo Alto, the County of San Mateo, and the immediate surrounding communities and is located near public transit. The County has chosen to look at the intended use of The East Palo Alto Government Center and how it can best serve the community for the next 30 years, focusing on the facilitys immediate infrastructure needs. The building is undergoing major renovation and is in need of major HVAC replacement. The HVAC upgrade will not only provide a more comfortable environment for the tenants and the public, it will also provide greater energy efficiency and savings. Additional capital improvements include the buildings lighting which will incorporate new LED light fixtures as part of the County of San Mateos energy efficiency plan. This will also provide additional energy savings and a positive impact on the environment by reducing the facility's carbon footprint.

Performance Measures

Safe Harbor Expansion:

Safe Harbor Shelter provides shelter services for County residents experiencing homelessness. Program components include housing-focused case management and connecting clients to assistance to secure and return to permanent housing as quickly as possible. This facility provided service to 324 clients in 2019. The average length of stay for clients was 79 days (prior to the reduced capacity onsite due to COVID-19). Safe Harbor is located near public transportation. The project will expand the capacity by 15 beds for a total of 105 beds. The project will also address Americans with Disabilities Act (ADA) accessibility issues by upgrading the restrooms and entry doors. The wheelchair lift will be replaced with a Limited Use Limited Application (LULA) elevator, providing safe access to the mezzanine level of the facility. The project extends the entrance area to provide consultation offices, reorganizes an accessible entrance, and updates the mens toilet and shower area for accessibility. A new concrete entrance ramp and stairs further improves the accessibility of the facility. A new automatic door operator will be added to the entrance. Improved lighting, HVAC, alarm system, sprinklers, and signage will

The Countys capital program ensures the availability, longevity and accessibility of its assets through a careful and strategic planning process that will affect all communities within San Mateo County over time. Public Works projects such as infrastructure maintenance, operations, airports, roadways, utilities, and sewers are not specific to one neighborhood, economic class, or group of people. Efforts are put forth annually through the County's capital program with the focus of addressing adequate and accessible facilities to all residents through strategic construction planning. To that end, Public

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
50 Percent of Budget Spent on Approved Capital Projects on an Annual Basis (Including Projects for Other Departments)	29%	26%	50%	50%	50%

Department of Public Works (4500D)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	12,742,044	10,962,532	5,956,338	5,306,674	(649,664)	5,344,389	37,715
Licenses, Permits and Franchises	1,299,588	1,256,031	945,500	945,500	—	925,500	(20,000)
Fines, Forfeitures and Penalties	7,845	12,010	15,000	15,000	—	15,000	—
Use of Money and Property	7,177,545	7,034,933	6,415,614	7,015,871	600,257	7,001,314	(14,557)
Intergovernmental Revenues	28,689,122	30,410,202	30,145,074	34,058,554	3,913,480	28,603,540	(5,455,014)
Charges for Services	18,743,374	21,507,155	25,766,792	26,066,794	300,002	26,276,310	209,516
Interfund Revenue	33,154,636	32,171,583	49,571,045	45,418,566	(4,152,479)	45,668,635	250,069
Miscellaneous Revenue	1,966,256	924,788	736,787	603,297	(133,490)	605,089	1,792
Other Financing Sources	5,271,185	1,719,312	3,018,575	2,496,130	(522,445)	2,414,808	(81,322)
Total Revenue	**109,051,596**	**105,998,545**	**122,570,725**	**121,926,386**	**(644,339)**	**116,854,585**	**(5,071,801)**
Fund Balance	129,341,316	139,724,443	113,906,048	97,306,854	(16,599,194)	78,434,742	(18,872,112)
Total Sources	**238,392,912**	**245,722,988**	**236,476,773**	**219,233,240**	**(17,243,533)**	**195,289,327**	**(23,943,913)**
Salaries and Benefits	42,459,389	46,107,834	56,377,630	57,332,422	954,792	57,674,311	341,889
Services and Supplies	49,975,293	52,703,344	81,138,577	72,714,242	(8,424,335)	67,950,396	(4,763,846)
Other Charges	13,874,553	13,575,808	13,669,989	16,362,926	2,692,937	16,825,407	462,481
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	14,022,262	11,429,434	28,358,885	18,817,609	(9,541,276)	12,075,000	(6,742,609)
Other Financing Uses	8,120,219	31,001,307	5,250,974	4,698,991	(551,983)	3,369,090	(1,329,901)
Gross Appropriations	**128,451,716**	**154,817,728**	**184,796,055**	**169,926,190**	**(14,869,865)**	**157,894,204**	**(12,031,986)**
Intrafund Transfers	(27,449,641)	(28,887,365)	(26,904,927)	(29,127,692)	(2,222,765)	(29,641,450)	(513,758)
Net Appropriations	**101,002,075**	**125,930,363**	**157,891,128**	**140,798,498**	**(17,092,630)**	**128,252,754**	**(12,545,744)**
Contingencies/Dept Reserves	112,464,803	93,021,900	54,094,767	56,178,776	2,084,009	45,222,697	(10,956,079)
Non-General Fund Reserves	24,926,034	26,770,724	24,490,878	22,255,966	(2,234,912)	21,813,876	(442,090)
Total Requirements	**238,392,912**	**245,722,988**	**236,476,773**	**219,233,240**	**(17,243,533)**	**195,289,327**	**(23,943,913)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	303.0	303.0	307.0	311.0	4.0	311.0	—
Funded FTE	303.0	303.0	306.6	310.6	4.0	310.6	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $17,243,533 or 7.3 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $649,664 in this funding source primarily due to the removal of one-time Measure K revenue. This decrease was partially offset by an increase in anticipated property tax revenue.

Licenses, Permits and Franchises

There is no change in this revenue category.

Fines, Fees and Forfeitures

There is no change in this revenue category.

Use of Money and Property

There is a net increase of $600,257 in this funding source primarily due to a new lease agreement at San Carlos Airport. This increase was partially offset by a decrease in current airport rent, lease, and concession revenue from reductions in airport activities due to impacts from COVID-19.

Intergovernmental Revenues

There is a net increase of $3,913,480 in this funding source primarily due to an increase in grant funding of road projects, including FEMA-funded repairs. This increase was partially offset by the removal of one-time Federal Aviation Administration grant funding for airport projects and anticipated reductions in Highway Users Tax revenues.

Charges for Services

There is a net increase of $300,002 in this funding source primarily due to an accounting change in the classification of revenue from Library. This increase was partially offset by a decrease in reimbursement revenue for Pescadero Transfer Station and closed landfills due to a reduction in anticipated expenditures.

Interfund Revenue

There is a net decrease of $4,152,479 in this funding source primarily due to the removal of one-time Non-Departmental funding of stormwater projects and the removal of one-time loan proceeds for Airports. This decrease was partially offset by increases in cost reimbursements from Public Works operating units.

Miscellaneous Revenue

There is a net decrease of $133,490 in this funding source primarily due to the removal of one-time project cost reimbursement and the anticipated reduction of compensation insurance refunds. This decrease was partially offset by an anticipated increase in revenue from surplus vehicle sales.

Other Financing Sources

There is a net decrease of $522,445 in this funding source primarily due to the removal of one-time funding of road projects from Measure K and Measure W half-cent transportation funds. This decrease was partially offset by an increase in Mitigation Fee funding of road projects.

Fund Balance

There is a net decrease of $16,599,194 in this funding source primarily due to the completion of a number of road, sewer, and fleet improvement projects, and the spending down of Fund Balance in the Enhanced Flood Control Program. This decrease was partially offset by an increase in Fund Balance in Facilities from an increase in 60-day operating capital Reserves.

TOTAL REQUIREMENTS

Total Requirements decreased by $17,243,533 or 7.3 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $954,792 in this expenditure category due to merit increases, general salary increases, benefit expenses, and the addition of four positions. This increase was partially offset by a decrease in extra help expense.

Services and Supplies

There is a net decrease of $8,424,335 in this expenditure category primarily due to the removal of one-time road project expenses and reductions in vehicle equipment maintenance and fuel expenditures for Fleet. This decrease was partially offset by an increase in utility costs, and anticipated Consumer Price Index (CPI)-based increases in operating expenses in most areas.

Other Charges

There is a net increase of $2,692,937 in this expenditure category primarily due to increases in service charges. This increase was partially offset by a reduction in 2 CFR Part 200 charges.

Fixed Assets

There is a net decrease of $9,541,276 due to the removal of one-time projects and purchases from FY 2020-21, which is partially offset by the addition of one-time purchases and improvements in FY 2021-22.

Other Financing Uses

There is a net decrease of $551,983 in this expenditure category primarily due to the removal of one-time funding of road projects from Measure K and Measure W half-cent transportation funds. This decrease was partially offset by an increase in Mitigation Fee funding of road projects.

Intrafund Transfers

There is a net increase of $2,222,765 in this expenditure category primarily due to adjustments to cost reimbursements based on current demand for services and increases in rent reimbursements for facility rent changes. This increase was partially offset by minor decreases in cost reimbursements for services in some areas.

Contingencies/Departmental Reserves and Non-General Fund Reserves

There is a net decrease of $150,903 in this expenditure category due to the anticipated completion of a number of utility special district improvement and maintenance projects. In addition, the Enhanced Flood Control Program has a reduction in General Fund Reserves due to contributions to the Flood and Sea Level Rise Resiliency District. This decrease is partially offset by increases in Non-General Fund Reserves in roads and some utility special districts. The balance in both General Fund and Non-General Fund Reserves represents 55.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy. 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

NET COUNTY COST

There is no change in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources decreased by $23,943,913 or 10.9 percent from the FY 2021-22 Recommended Budget to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is a net increase of $37,715 in this funding source due to an increase in property tax revenue.

Licenses, Permits and Franchises
There is a net decrease of $20,000 in this funding source due to an anticipated decrease in cable television franchise fees.

Fines, Fees and Forfeitures
There is no change in this revenue category.

Use of Money and Property
There is a net decrease of $14,557 in this funding source primarily due to an anticipated decrease in interest earned from reduced Fund Balance. This decrease was partially offset by a slight increase in rental revenue.

Intergovernmental Revenues
There is a net decrease of $5,455,014 in this funding source due to the removal of one-time grant revenue for road projects. This decrease was partially offset by a slight increase in revenue from Courts for facility and custodial services.

Charges for Services
There is a net increase of $209,516 in this funding source primarily due to increases in sewer charge revenue for the sewer districts, and an increase in administrative cost reimbursements from City/County Association of Governments (C/CAG).

Interfund Revenue
There is a net increase of $250,069 in this funding source primarily due to increases in cost reimbursements from Public Works operating units and rent revenue. This increase was partially offset by a decrease in reimbursements from other departments for fleet replacement.

Miscellaneous Revenue
There is a net increase of $1,792 in this funding source primarily due to anticipated increases in parking collections.

Other Financing Sources
There is a net decrease of $81,322 in this funding source primarily due to the removal of one-time funding of road projects from Mitigation Fee and Measure W funds. This decrease was partially offset by an increase in Measure A half-cent transportation funding of road projects.

Fund Balance
There is a net decrease of $18,872,112 in this funding source primarily due to the completion of a number of road, sewer, and fleet improvement projects, and the spending down of Fund Balance in the Enhanced Flood Control Program. This decrease was partially offset by an increase in Fund Balance in Facilities from general purpose revenues.

TOTAL REQUIREMENTS
Total Requirements decreased by $23,943,913 or 10.9 percent from the FY 2021-22 Recommended Budget to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $341,889 in this expenditure category due to merit increases, general salary increases, and benefit expenses. This increase was partially offset by a decrease in extra help expense.

Services and Supplies

There is a net decrease of $4,763,846 in this expenditure category primarily due to the removal of one-time road project expenses. This decrease was partially offset by an increase in utility costs, and anticipated Consumer Price Index (CPI)-based increases in operating expenses in most areas.

Other Charges

There is a net increase of $462,481 in this expenditure category primarily due to increases in service charges. This increase was partially offset by a reduction in various service charges.

Fixed Assets

There is a net decrease of $6,742,609 due to the removal of one-time projects and purchases from FY 2021-22, which is partially offset by the addition of one-time purchases and improvements in FY 2022-23.

Other Financing Uses

There is a net decrease of $1,329,901 in this expenditure category primarily due to the removal of one-time funding of road projects from Mitigation Fee and Measure W funds. This decrease was partially offset by one-time road project funding from various funding sources.

Intrafund Transfers

There is a net increase of $513,758 in this expenditure category primarily due to adjustments to cost reimbursements based on current demand for services and increases in rent reimbursements for facility rent changes. This increase was partially offset by the removal of one-time Non-Departmental funding of card key security upgrades.

Contingencies/Departmental Reserves and Non-General Fund Reserves

There is net decrease of $11,398,169 in this expenditure category due to the anticipated completion of a number of roads projects and utility special district improvement and maintenance projects. This decrease in Non-General Fund Reserves is partially offset by an increase in General Fund Reserves in Facilities from general purpose revenue. The balance in both General Fund and Non-General Fund Reserves represents 52.3 percent of Net Appropriations, which exceeds the County two percent Reserves policy. 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.

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 > **Public Works Administration**

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, training, and risk management; policy and program development; and other administrative services to approximately 300 employees.

During FY 2019-21, in addition to ongoing administrative functions, the Program supported the County's COVID-19 response effort by providing administrative support to the Emergency Operations Center; mobilizing automation assets to allow staff to work remotely; providing staff to collect personal protective equipment; developing accounting processes to track expenses and submit documentation to support cost reimbursement requests to the Federal Emergency Management Agency (FEMA); and providing staff to assist at the County's vaccination sites.

In FY 2021-23, the Program plans to expand work out-of-class opportunities, in-house professional development programs, and inter-departmental collaboration and mentoring programs. The Program continues to look at ways to recognize employees for exemplary work and customer service, such as employee recognition events, strategic planning, and employee feedback sessions to highlight projects and achievements. The Program is adding a training requirement that includes classes or hours spent focused on areas of social justice and equity to broaden staff's understanding and awareness of issues related to equity including diversity, inclusion, and historical outcomes for all people. The Program expects these actions will have a positive impact on service delivery and on employees' experience working for the County.

Performance Measures

Percent of Staff Meeting the Annual Training Target (Including Equity Training)

The Program met its FY 2020-21 target of 60 percent of the Department of Public Works (DPW) staff completing 20 hours of training which includes either volunteer hours or a class focused on equity and social justice. The Programs training goal is typically designed to improve employees technical skills or provide professional development. Adding a requirement that includes volunteerism or classes in social justice and equity broadens staffs understanding and awareness of issues related to equity including diversity, inclusion, and the historical outcomes, for all people, of systemic and structural policies, practices, and procedures.

Volunteerism brings employees closer to families and individuals in the community they serve, provides first-hand experience and understanding of the conditions they are in, and a greater awareness of issues of social justice and disparate impact. Volunteerism positively impacts our community and inspires others to do more and become an active leader. Volunteering opportunities could include supporting disaster effort, emergency response, rescue shelters, parks, food pantries, Habitat for Humanity, libraries, museums, local theaters, and the YMCA to name a few. All not-for-profit volunteer hours will count towards meeting this goal.

Training in the areas of equity and social justice brings about greater awareness of and ability to recognize many types of social disparities and inequities. Training in these areas also provides the tools to overcome implicit bias in areas of race, gender, physical abilities, and sexual orientation. Social justice training helps employees become better problem solvers by looking at issues from multiple viewpoints. Training concepts include the social construction of race, the history of government and race, implicit and explicit bias, individual and structural racism, and positive communication. Examples of classes currently offered through the County's LMS system include: Implicit Bias, Serving Multi-Generational Customers, CARE Approach to Customer Service, and Leading and Engaging Virtual Meetings.

The Program will support employee volunteering and social justice training by advertising opportunities for and benefits of community engagement and social awareness and work with Central HR to promote and encourage trainings in these areas.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Staff Meeting the Annual Training Target (Including Equity Training)	--	--	--	--	--

New measure: Data will begin to be collected in FY 2021-22.

Public Works Administration (4510B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	1,229,876	1,706,196	2,744,336	2,763,576	19,240	2,806,788	43,212
Interfund Revenue	3,715,501	3,343,783	7,015,970	7,015,970	—	7,015,970	—
Miscellaneous Revenue	13,139	8,167	—	—	—	—	—
Other Financing Sources	14,520	—	—	—	—	—	—
Total Revenue	**4,973,037**	**5,058,146**	**9,760,306**	**9,779,546**	**19,240**	**9,822,758**	**43,212**
Total Sources	**4,973,037**	**5,058,146**	**9,760,306**	**9,779,546**	**19,240**	**9,822,758**	**43,212**
Salaries and Benefits	5,619,115	6,595,368	8,141,838	8,214,410	72,572	8,295,358	80,948
Services and Supplies	650,531	433,128	1,139,150	1,098,110	(41,040)	1,090,041	(8,069)
Other Charges	1,449,076	791,246	1,789,388	1,845,504	56,116	1,859,860	14,356
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	19,444	—	—	—	—	—	—
Other Financing Uses	182,491	149,920	167,170	165,872	(1,298)	166,262	390
Gross Appropriations	**7,920,657**	**7,969,661**	**11,237,546**	**11,323,896**	**86,350**	**11,411,521**	**87,625**
Intrafund Transfers	(2,947,621)	(2,911,516)	(1,477,240)	(1,544,350)	(67,110)	(1,588,763)	(44,413)
Net Appropriations	**4,973,037**	**5,058,146**	**9,760,306**	**9,779,546**	**19,240**	**9,822,758**	**43,212**
Total Requirements	**4,973,037**	**5,058,146**	**9,760,306**	**9,779,546**	**19,240**	**9,822,758**	**43,212**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	36.0	36.0	39.0	39.0	—	39.0	—
Funded FTE	36.0	36.0	39.0	39.0	—	39.0	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Public Works Administration (4510B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	4,973,037	5,058,146	9,760,306	9,779,546	19,240	9,822,758	43,212
Total Requirements	4,973,037	5,058,146	9,760,306	9,779,546	19,240	9,822,758	43,212
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	36.0	36.0	39.0	39.0	—	39.0	—
Funded FTE	36.0	36.0	39.0	39.0	—	39.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	19,240	43,212
Gross Appropriations	86,350	87,625
Intrafund Transfers	(67,110)	(44,413)
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	19,240	43,212
Gross Appropriations	86,350	87,625
Intrafund Transfers	(67,110)	(44,413)
Net County Cost	—	—
Positions	—	—

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

The Road Construction and Operations Program combines road maintenance efforts with cost-effective and timely road surfacing treatments to ensure the County's road system is optimally managed, allowing the public to easily and safely traverse the County's road network. To this end, the Program performed various road surface treatments on over 32 miles of roads in calendar year 2020.

The Program utilizes a Pavement Management Program to identify appropriate and timely preservation treatments. When combined with an in-house chip seal program, this program has allowed the Program to maintain the overall condition of its road system. In addition, the Program plans to address all the County's maintained roadway mileage on a 10-year maintenance cycle basis.

With additional SB-1 revenues, the Program has been able to address a backlog of projects while simultaneously working with various County partners to improve and enhance the existing County road system with drainage facilities, green infrastructure, bicycle and pedestrian facilities, and updated traffic signage to maintain the overall integrity of the road system. Projects such as Loyola Avenue in North Fair Oaks and Second Avenue in Unincorporated Colma/Daly City were funded by SB-1 revenues.

The Program anticipates new Municipal Regional Permit (MRP) requirements will have significant budget impacts to its maintenance and operations. By 2023, the Program plans to have an asset management system in place, as mandated by the MRP, to address the additional tracking of work to meet these new requirements. The Program proposes to replace a minimum of three existing gas-powered hand tools with battery-powered hand tools in FY 2021-22 to reduce the carbon footprint of the Program and neighborhood noise impacts.

Performance Measures

Use of Battery-Powered Hand Tools

The Program conducts roadside vegetation abatement annually utilizing gas-powered hand tools (e.g., chainsaws, pole saws, leaf blowers, and hedge trimmers). The Program plans to replace some of the existing gas-powered hand tools with battery-powered hand tools. The Program does not currently operate battery-powered tools and will evaluate its efficacy over the fiscal year.

The goal for FY2021-22 is to replace one of each gas-powered hand tool identified above with a battery-powered hand tool for one Bayside maintenance crew. In FY 2022-23, the same replacement will occur for one Coastside maintenance crew.

Benefits of battery-powered hand tools are:

- Zero to extremely low noise from electric motor. Program can Create A Remarkable Experience for customers with reduced noise impacts from gas-powered engine.
- Zero emissions. No gas consumption.
- High and instant torque makes it easier to cut, trim, and maintain momentum under operation.
- Vegetation maintenance activities could start earlier (e.g. 6:30 AM, 7:00 AM, etc.). Provides greater flexibility to crews in allowing an earlier start time due to reduced noise impacts on community.
- Lower maintenance cost.

Performance Measures

- No smoke or no exhaust fumes promotes a healthy workforce.

Challenges of battery-powered hand tools are:

- High initial capital cost. High capacity battery packs (greater than three hours), cost more than $1,300 each.
- Limited run time due to battery energy storage capacity.
- Long charging time required on high capacity battery; some need up to six hours to fully charge.

Combining the benefits of battery-powered hand tools with the existing gas-powered hand tools may enhance the operational efficiency of the maintenance activities. For example, edge trimming, tree trimming, vegetation activities, etc. could start earlier with minimal impacts to residential communities due to lower to zero noise level when compared to gas-powered hand tools.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Use of Battery-Powered Hand Tools	--	--	--	--	--
New measure: Data will begin to be collected in FY 2021-22.					

Road Construction and Operations (4520B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	3,232,750	4,062,610	3,365,783	3,301,675	(64,108)	3,301,675	—
Licenses, Permits and Franchises	631,207	517,636	350,000	350,000	—	350,000	—
Use of Money and Property	663,580	686,631	233,430	175,156	(58,274)	175,156	—
Intergovernmental Revenues	27,228,116	27,640,952	27,310,091	31,935,644	4,625,553	26,463,760	(5,471,884)
Charges for Services	509,392	601,224	433,500	496,500	63,000	496,500	—
Interfund Revenue	1,587,712	2,649,062	2,688,985	1,241,400	(1,447,585)	1,322,400	81,000
Miscellaneous Revenue	223,746	198,112	204,500	42,500	(162,000)	42,500	—
Other Financing Sources	1,446,241	1,437,772	2,903,767	2,381,322	(522,445)	2,300,000	(81,322)
Total Revenue	**35,522,743**	**37,793,998**	**37,490,056**	**39,924,197**	**2,434,141**	**34,451,991**	**(5,472,206)**
Fund Balance	24,538,796	28,124,615	35,126,643	28,336,138	(6,790,505)	21,204,315	(7,131,823)
Total Sources	**60,061,539**	**65,918,613**	**72,616,699**	**68,260,335**	**(4,356,364)**	**55,656,306**	**(12,604,029)**
Salaries and Benefits	10,563,675	11,192,199	12,895,396	13,322,896	427,500	13,393,010	70,114
Services and Supplies	11,995,263	13,207,644	30,954,181	22,716,613	(8,237,568)	17,278,183	(5,438,430)
Other Charges	1,388,373	1,931,789	2,423,344	2,880,269	456,925	2,756,046	(124,223)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	6,927,329	3,628,052	5,432,345	4,472,609	(959,736)	3,400,000	(1,072,609)
Other Financing Uses	2,373,169	2,101,561	4,150,257	3,663,633	(486,624)	2,332,423	(1,331,210)
Gross Appropriations	**33,247,810**	**32,061,245**	**55,855,523**	**47,056,020**	**(8,799,503)**	**39,159,662**	**(7,896,358)**
Intrafund Transfers	(1,310,886)	(1,269,275)	—	—	—	—	—
Net Appropriations	**31,936,924**	**30,791,971**	**55,855,523**	**47,056,020**	**(8,799,503)**	**39,159,662**	**(7,896,358)**
Contingencies/Dept Reserves	23,377,549	30,235,748	12,250,740	17,387,234	5,136,494	13,203,263	(4,183,971)
Non-General Fund Reserves	4,747,066	4,890,895	4,510,436	3,817,081	(693,355)	3,293,381	(523,700)
Total Requirements	**60,061,539**	**65,918,613**	**72,616,699**	**68,260,335**	**(4,356,364)**	**55,656,306**	**(12,604,029)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	77.0	77.0	77.0	77.0	—	77.0	—
Funded FTE	77.0	77.0	77.0	77.0	—	77.0	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Road Construction and Operations (4520B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	60,061,539	65,918,613	72,616,699	68,260,335	(4,356,364)	55,656,306	(12,604,029)
Total Requirements	60,061,539	65,918,613	72,616,699	68,260,335	(4,356,364)	55,656,306	(12,604,029)
Net County Cost	(0)	–	–	–	–	–	–
Salary Resolution	77.0	77.0	77.0	77.0	–	77.0	–
Funded FTE	77.0	77.0	77.0	77.0	–	77.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; adjustments to projected revenues, including Highway Users Tax; and elimination of one-time revenues and expenditures, including improvement project-related expenditures, grant, Measure K and Non-Departmental revenue, and project contributions. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(40,545,708)	(36,108,344)
Gross Appropriations	(27,699,640)	(18,963,225)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(8,835,132)	(13,827,538)
Non-General Fund Reserves	(4,010,936)	(3,317,581)
Net County Cost	–	–
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is appropriated in FY 2021-22 and FY2022-23 to Reserves and Other Special Department Expense.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	28,336,138	21,204,315
Gross Appropriations	1,167,288	223,200
Intrafund Transfers	—	—
Contingencies/Dept Reserves	22,851,269	17,387,234
Non-General Fund Reserves	4,317,581	3,593,881
Net County Cost	—	—
Positions	—	—

3. Road Operations - Projects: This action appropriates funds for road and bridge projects, which include the resealing and reconstruction of County roads, due to project progress, revised priorities, and updated funding sources. In FY 2021-22, SB-1, grant, Mitigation Fee, Measure A Half-Cent, and Measure W funding is appropriated for projects such as Scenic Drive Repair, 2021 OBAG Cape Seal, 2021 In-House Chip Seal, and North Fair Oaks Reconstruction - Encino Avenue. In FY 2022-23, funding is appropriated for additional projects including West Menlo Reconstruction - Vine Street, 2022 In-House Chip Seal, and 2022 Micro, Slurry, and Cape.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	7,853,206	2,300,000
Gross Appropriations	15,582,849	9,618,667
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(6,729,643)	(6,518,667)
Non-General Fund Reserves	(1,000,000)	(800,000)
Net County Cost	—	—
Positions	—	—

4. Road Equipment Purchases: Road Fund Reserves are appropriated for the purchase of various road equipment in FY 2021-22 and FY 2022-23. The equipment to be purchased includes street sweepers, dump trucks, sign trucks, dump trailers, mower tractors, pneumatic rollers, stump grinders, ride-on roller, and passenger vehicles. Vehicles and road equipment are replaced each year as part of the County's long-term vehicle equipment program, which replaces aging equipment that becomes increasingly expensive to maintain.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	1,300,000	800,000
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(1,300,000)	(800,000)
Net County Cost	–	–
Positions	–	–

5. Asset Management Software: This action appropriates Road Fund Reserves for the purchase of asset management software in FY 2021-22 and FY 2022-23. The new software will be used to keep track of street inventory, customer requests, and work orders, and is a significant upgrade of the existing software.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	500,000	250,000
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(500,000)	(250,000)
Net County Cost	–	–
Positions	–	–

6. Corporation Yard Improvements: Road Fund Reserves are appropriated for the remodeling of the Grant Yard office, and surface treatment and roofing projects at Grant Yard and Coastside Corporation Yard in FY 2021-22 and FY 2022-23.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	350,000	175,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(350,000)	(175,000)
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(4,356,364)	(12,604,029)
Gross Appropriations	(8,799,503)	(7,896,358)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	5,136,494	(4,183,971)
Non-General Fund Reserves	(693,355)	(523,700)
Net County Cost	—	—
Positions	—	—

Engineering Services (4600B)

Program Locator

County > Community Services > Department of Public Works > **Engineering Services**

Program Outcome Statement

Provide professional and responsive engineering, surveying, and construction management services

Program Results

Engineering Services Program provides professional engineering, design, surveying, drafting, and construction management services to construct and maintain County infrastructure to support livable connected communities and improved quality of life for residents and visitors. The Program provides design, surveying, and inspection services for active transportation projects and road resurfacing and reconstruction projects in the unincorporated suburban and rural areas of the County. The Program continues to strive for high customer satisfaction while fulfilling map and survey record requests. The Program partners with other County departments to complete capital improvement projects.

In FY 2019-21, the Program completed several projects including: Old La Honda Road Slipout Repair; A Street and 2nd Avenue Reconstruction in Colma/Daly City Area; Loyola Avenue Reconstruction in the North Fair Oaks Area; Canada Road and Edgewood Road Resurfacing in Redwood City Area; Madera Lane Bridge Project in San Gregorio Area; countywide seal projects on unincorporated roads; the Demolition and Disposal of Two Single-Family Residences in the La Honda Area; and capital improvement projects in County parks (road and parking lot paving, Coyote Point Fire Pump Project, and Memorial Park Wastewater Treatment Plant Project). Middlefield Road Improvement Project design was completed, and construction will commence in 2021.

During FY 2021-22 and FY 2022-23, the Program will implement processes to expedite project delivery and incorporate innovative road or infrastructure treatments as appropriate. In addition, the Program will continue to standardize internal work processes and augment information available on the Department's website to enhance public accessibility. The Program will also allocate resources to work on County special district and outside department projects to meet their goals and timelines. Finally, the Program will deliver several important infrastructure improvement projects including the Middlefield Road Improvement Project, the Scenic Drive Roadway Replacement, the Mirada Road Bridge Replacement, and the Highway 1 Parallel Trail projects.

Performance Measures

Number of Non-Traditional/Innovative Features Incorporated into Department Managed Projects in the County Maintained Road System

The Department of Public Works (Department) maintains 315 miles of roads and appurtenances. The Department must consider and evaluate durable, cost effective road network enhancements and preservation, repair, or rehabilitation strategies for roadways to support the continued use and condition of the roadway system. This evaluation considers the Departments limited and restricted revenue, environmental constraints, and specific roadway conditions when implementing projects. Through a project evaluation process, the Department considers opportunities to employ non-traditional or innovative strategies to complete a project of equal or better quality than could otherwise be accomplished with traditional methods or practices at a lower overall delivery cost or lower lifetime cost. These innovative techniques positively impact the community and the environment by reducing landfill waste, extending the life cycle of the roadway, reducing our carbon footprint and greenhouse gas emissions, and enhancing traffic mobility design. Once projects are identified, the Department will quantify the amount or length of alternative application used.

Examples of non-traditional features that could be considered/evaluated*:

- Rubberized Hot Mixed Asphalt (RHMA) using non-traditional material in roadway rehabilitation.
- Asphalt-Rubber Chip Seal (ARCS) using non-traditional material in pavement preservation treatment.

Performance Measures

- Rubber mulch in non-structural fill using non-traditional material in bridge projects.
- Warm Mixed Asphalt using non-traditional paving method in roadway rehabilitation.
- Cold-In-Place Recycling using non-traditional construction process in roadway reconstruction.
- Full-Depth Reclamation using non-tradition construction process in roadway reconstruction.
- Pipe liners and slip liners for culverts using non-tradition construction process in culvert repairs and rehabilitation.
- Adaptive Signals at Intersections using innovative technology to adjust the timing of traffic signals based on traffic demands to ease traffic congestion.
- Adaptive Pedestrian Crossings* provides additional crossing time for improved intersection crossing for all users and enhanced mobility design.

Some non-traditional methods, however, cannot be used due to specific road conditions (location, existing road material, required access, etc.)

Benefits of non-traditional features incorporated into projects may result in the following:

- Utilizing rubber in materials for road preventative or rehabilitation projects: rubber tires that would otherwise be put in a landfill can be utilized in certain roadway treatments and under appropriate conditions. Bridge and other projects could also utilize ground-up recycled tires in embankment fill. Consideration can be given to these applications during the project scoping process.
- Utilizing pipe liners to line the inside of existing storm drain pipes results in less material being removed and taken to a landfill. This technology reduces the impacts to the roadway users and community during construction activities and may potentially cost less.
- Methods to rejuvenate and reuse existing roadway materials such as Cold-in-Place recycling or Full-Depth- Reclamation can be utilized to reduce the amount of paving materials brought to a site and waste material taken to a landfill.
- Methods to reuse existing pavement materials with the addition of certain strengthening agents such that the existing material can be reused as a roadway base before paving a road helps reduce the amount of waste material taken to a landfill and reduces the carbon footprint and greenhouse gas effects.
- Modifying, reclaiming, or utilizing existing material for a project reduces the number of truck trips to and from landfills, and reduces the carbon footprint and greenhouse gas effects.
- Non-traditional technologies can leverage existing materials for reuse and divert materials that may otherwise be sent to landfills.
- Non-traditional strategies help preserve landfill capacity, reduce truck trips and truck emissions, and result in other identifiable benefits such as reducing the carbon footprint and greenhouse gas effects.

Other emergent non-traditional technologies, material, and processes will be evaluated and could be considered for implementation if determined to be cost effective, environmentally beneficial, and sustainable. The Department believes it is important to research, understand and evaluate non-traditional technologies that may be beneficial for maintaining the road system. These technologies help preserve natural resources, could be superior to traditional treatments, may be financially beneficial over the anticipated life of the project, may reduce impact to the residents/public, and provide other notable environmental benefits. An example of the use of these innovation measures is the Road project on Butano Cut-Off in Pescadero. This project utilized both the cold in place recycling process to reduce material going to the landfill and asphalt rubber chip seal to reduce the number of tires going to the landfill and increase life expectancy.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Non-Traditional/Innovative Features Incorporated into Department Managed Projects in the County Maintained Road System	--	--	3	3	3

New measure: Prior year data is not available.

Engineering Services (4600B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	30,398	–	–	–	–	–	–
Charges for Services	92,739	105,886	75,000	110,000	35,000	110,000	–
Interfund Revenue	3,417,856	3,791,649	5,447,577	5,233,523	(214,054)	5,256,262	22,739
Miscellaneous Revenue	1,200	1,212	1,800	1,800	–	1,800	–
Total Revenue	**3,542,193**	**3,898,747**	**5,524,377**	**5,345,323**	**(179,054)**	**5,368,062**	**22,739**
Fund Balance	–	–	–	–	–	–	–
Total Sources	**3,542,193**	**3,898,747**	**5,524,377**	**5,345,323**	**(179,054)**	**5,368,062**	**22,739**
Salaries and Benefits	3,711,475	3,893,388	5,118,275	5,106,791	(11,484)	5,125,592	18,801
Services and Supplies	381,508	553,578	381,418	382,202	784	382,202	–
Other Charges	177,126	279,615	375,119	359,968	(15,151)	364,588	4,620
Reclassification of Expenses	–	–	–	–	–	–	–
Fixed Assets	93,273	–	–	–	–	–	–
Other Financing Uses	83,630	85,917	102,545	99,726	(2,819)	100,046	320
Gross Appropriations	**4,447,012**	**4,812,497**	**5,977,357**	**5,948,687**	**(28,670)**	**5,972,428**	**23,741**
Intrafund Transfers	(784,820)	(793,750)	(332,980)	(483,364)	(150,384)	(484,366)	(1,002)
Net Appropriations	**3,662,193**	**4,018,747**	**5,644,377**	**5,465,323**	**(179,054)**	**5,488,062**	**22,739**
Total Requirements	**3,662,193**	**4,018,747**	**5,644,377**	**5,465,323**	**(179,054)**	**5,488,062**	**22,739**
Net County Cost	**120,000**	**120,000**	**120,000**	**120,000**	**–**	**120,000**	**–**
Salary Resolution	21.0	21.0	21.0	21.0	–	21.0	–
Funded FTE	21.0	21.0	21.0	21.0	–	21.0	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Engineering Services (4600B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	3,542,193	3,898,747	5,524,377	5,345,323	(179,054)	5,368,062	22,739
Total Requirements	3,662,193	4,018,747	5,644,377	5,465,323	(179,054)	5,488,062	22,739
Net County Cost	120,000	120,000	120,000	120,000	–	120,000	–
Salary Resolution	21.0	21.0	21.0	21.0	–	21.0	–
Funded FTE	21.0	21.0	21.0	21.0	–	21.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and offsetting revenue from Engineering clients. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(179,054)	22,739
Gross Appropriations	(28,670)	23,741
Intrafund Transfers	(150,384)	(1,002)
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(179,054)	22,739
Gross Appropriations	(28,670)	23,741
Intrafund Transfers	(150,384)	(1,002)
Net County Cost	–	–
Positions	–	–

Enhanced Flood Control Program (4660B)

Program Locator

County > Community Services > Department of Public Works > **Enhanced Flood Control Program**

Program Outcome Statement

Advance existing flood risk reduction efforts in collaboration with stakeholders

Program Results

The Enhanced Flood Control Program was established to facilitate the County's participation in flood risk reduction efforts in areas where the County does not have a flood control zone, but where the County has responsibility to protect unincorporated areas or County assets. The Program's participation in flood risk reduction efforts for eight distinct areas was defined as a priority for the County.

The Program was instrumental in the passage of AB 825 (C.A., 2019) which amended the San Mateo County Flood Control District Act and established the San Mateo County Flood and Sea Level Rise Resiliency District (FSLRRD) effective January 1, 2020. The Program's role in FY 2021-23 will be limited to administering the County's annual contribution to the FSLRRD and providing project and administrative support to the District as needed.

Enhanced Flood Control Program (4660B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	–	500,000	–	–	–	–	–
Intergovernmental Revenues	323,632	167,737	–	–	–	–	–
Charges for Services	–	460,429	2,922,000	2,922,000	–	2,922,000	–
Total Revenue	**323,632**	**1,128,165**	**2,922,000**	**2,922,000**	**–**	**2,922,000**	**–**
Fund Balance	3,327,091	4,102,608	2,981,072	2,231,072	(750,000)	1,481,072	(750,000)
Total Sources	**3,650,723**	**5,230,773**	**5,903,072**	**5,153,072**	**(750,000)**	**4,403,072**	**(750,000)**
Salaries and Benefits	324,427	194,855	–	–	–	–	–
Services and Supplies	1,213,745	767,321	2,922,000	2,922,000	–	2,922,000	–
Other Charges	5,090	1,282,988	750,000	750,000	–	750,000	–
Other Financing Uses	4,854	4,538	–	–	–	–	–
Gross Appropriations	**1,548,116**	**2,249,701**	**3,672,000**	**3,672,000**	**–**	**3,672,000**	**–**
Intrafund Transfers	(2,000,000)	–	–	–	–	–	–
Net Appropriations	**(451,884)**	**2,249,701**	**3,672,000**	**3,672,000**	**–**	**3,672,000**	**–**
Contingencies/Dept Reserves	4,102,608	2,981,072	2,231,072	1,481,072	(750,000)	731,072	(750,000)
Total Requirements	**3,650,724**	**5,230,773**	**5,903,072**	**5,153,072**	**(750,000)**	**4,403,072**	**(750,000)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Enhanced Flood Control Program (4660B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	3,650,723	5,230,773	5,903,072	5,153,072	(750,000)	4,403,072	(750,000)
Total Requirements	3,650,724	5,230,773	5,903,072	5,153,072	(750,000)	4,403,072	(750,000)
Net County Cost	0	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(2,981,072)	(2,231,072)
Gross Appropriations	(750,000)	(750,000)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(2,231,072)	(1,481,072)
Net County Cost	–	–
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance in FY 2021-22 and FY 2022-23 is appropriated for an annual $750,000 contribution to the San Mateo County Flood and Sea Level Rise Resiliency District, and to Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,231,072	1,481,072
Gross Appropriations	750,000	750,000
Intrafund Transfers	–	–
Contingencies/Dept Reserves	1,481,072	731,072
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(750,000)	(750,000)
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(750,000)	(750,000)
Net County Cost	—	—
Positions	—	—

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 Program strives to maintain efficient, safe, clean, attractive, and inviting environments for County staff and the public. The Program coordinates planning, monitoring, and implementation of maintenance and custodial activities for 67 facilities. Additionally, the Program processes an average of 14,000 corrective and preventive maintenance service requests essential to the upkeep of over 3 million square feet of County-maintained buildings. There are three main areas of Facilities Maintenance and Operations that have a direct impact to employees and the community that receive services offered within County facilities:

- Custodial services creates a safe, clean, and attractive environment of comfort and order in which to work and support community programs.
- Grounds and landscape maintenance impacts the surroundings to provide aesthetically pleasing and comfortable areas for rest and recreation.
- Facility Operations and Maintenance (FMO) impacts working environment through air-quality control, comfort, and basic needs to provide service such as water, heat, air, health, and security. A quality FMO program reduces downtime for facilities serving the public and employees, increases asset longevity and improves overall use, accessibility, and demand.

Over the next two fiscal years, the Program will focus on driving down the backlog of service requests and move to a 'First In, First Out" process. The Program is implementing a new Computerized Maintenance Management System (CMMS), which will improve the tracking, maintenance, and management of asset and equipment upgrades, and improve building automation systems. CMMS will provide greater asset information and productivity data, which was unavailable from the previous software program. The Program is establishing new key performance indicators to improve its performance level.

Performance Measures

Average Age of Corrective Backlog

This is a new Performance Measure and in FY 2021-22, the Program will determine a target number of days between the date of a Corrective service request to in-progress status when more data is known. The average age of the service request backlog is defined as the average amount of days between when the service order was received until it is placed in an in-progress status (i.e., when the supervisor assigns the work order to Line Staff to perform the work). Facilities Services receives numerous requests for corrective service each day to ensure facilities meet programmatic needs and serve employees and the community in a safe and comfortable operating condition. By reducing the number of days between the request for service and the assignment of work, Facilities Services ensures that requests for service and maintenance issues are addressed promptly, reducing the likelihood of future failure and minimizing inconvenience to County staff and the public.

Facilities Services will be implementing Maximo, a Computer Maintenance Management System software solution, to assist in the prioritization and scheduling of service requests. The Maximo system provides reporting solutions that allow for more effective management of resources to address near-term and long-term project workloads as well as dashboards to ensure the proper prioritization and assignment of service requests. This new technology will be instrumental in assisting managers and supervisors to more effectively assign cases, schedule preventative maintenance on critical infrastructure, and identify and prioritize aging service requests.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Average Age of Corrective Backlog	--	--	--	--	--

New measure: Data will begin to be collected in FY 2021-22.

Facilities Services (4730B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	681,291	672,875	660,688	671,066	10,378	676,509	5,443
Intergovernmental Revenues	1,012,444	1,194,157	1,247,314	1,315,848	68,534	1,332,718	16,870
Charges for Services	144,657	55,802	123,625	371,784	248,159	383,811	12,027
Interfund Revenue	8,625,807	9,980,940	13,492,225	13,426,597	(65,628)	13,656,476	229,879
Miscellaneous Revenue	1,002,711	415,774	346,987	282,997	(63,990)	284,789	1,792
Total Revenue	**11,466,910**	**12,319,548**	**15,870,839**	**16,068,292**	**197,453**	**16,334,303**	**266,011**
Fund Balance	9,814,241	8,540,506	2,789,567	3,166,590	377,023	3,534,989	368,399
Total Sources	**21,281,151**	**20,860,054**	**18,660,406**	**19,234,882**	**574,476**	**19,869,292**	**634,410**
Salaries and Benefits	13,638,573	15,324,129	19,587,824	19,785,064	197,240	19,860,873	75,809
Services and Supplies	16,230,579	16,832,585	17,950,209	18,376,546	426,337	18,477,024	100,478
Other Charges	2,103,108	2,700,172	3,108,227	4,311,706	1,203,479	4,870,652	558,946
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	5,586	—	—	—	—	—
Other Financing Uses	268,914	581,272	327,286	326,555	(731)	326,676	121
Gross Appropriations	**32,241,174**	**35,443,744**	**40,973,546**	**42,799,871**	**1,826,325**	**43,535,225**	**735,354**
Intrafund Transfers	(19,500,529)	(23,258,287)	(25,094,707)	(27,099,978)	(2,005,271)	(27,568,321)	(468,343)
Net Appropriations	**12,740,645**	**12,185,457**	**15,878,839**	**15,699,893**	**(178,946)**	**15,966,904**	**267,011**
Contingencies/Dept Reserves	8,540,506	8,674,598	2,781,567	3,534,989	753,422	3,902,388	367,399
Total Requirements	**21,281,151**	**20,860,054**	**18,660,406**	**19,234,882**	**574,476**	**19,869,292**	**634,410**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	114.0	114.0	115.0	118.0	3.0	118.0	—
Funded FTE	114.0	114.0	114.9	117.9	3.0	117.9	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Facilities Services (4730B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	21,281,151	20,860,054	18,660,406	19,234,882	574,476	19,869,292	634,410
Total Requirements	21,281,151	20,860,054	18,660,406	19,234,882	574,476	19,869,292	634,410
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	114.0	114.0	115.0	118.0	3.0	118.0	—
Funded FTE	114.0	114.0	114.9	117.9	3.0	117.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; adjustments to operational contract costs; offsetting adjustments to rent revenue and cost reimbursements from customers; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments in FY 2021-22. Net funding adjustments in FY 2022-23 total ($858).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(2,592,114)	(2,900,579)
Gross Appropriations	458,990	734,496
Intrafund Transfers	(637,936)	(468,343)
Contingencies/Dept Reserves	(2,413,168)	(3,167,590)
Net County Cost	—	(858)
Positions	—	—

2. Rent Portfolio Changes: Adjustments are made to account for additional rent revenue and operating costs associated with changes to the rent portfolio in FY 2021-22. Adjustments include revenue and expenses associated with the opening of Coastside Inn, Pacific Inn, County Center Parking Garage 2, and the new Radio Shop building; and the addition of two Stationery Engineer positions, and one Utility Worker position as approved by the Board of Supervisors on February 23, 2021 per Salary Resolution Amendment 21-163.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	924,568	858
Intrafund Transfers	(924,568)	–
Net County Cost	–	858
Positions	3	–

3. Card Key Security Upgrade Rollover: This action carries forward unused Non-Departmental appropriations and one term IT Technician in FY 2020-21 to complete the upgrade of County-wide legacy Card Key security systems and replace failing hardware devices, facilitating integration of greater variety of controllers and readers and allowing better scalability. Once the project is completed in FY 2021-22, card readers will no longer accept unencrypted Card Keys.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	442,767	–
Intrafund Transfers	(442,767)	–
Net County Cost	–	–
Positions	–	–

4. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is added and appropriated to Reserves in FY 2021-22 and FY 2022-23.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	3,166,590	3,534,989
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	3,166,590	3,534,989
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	574,476	634,410
Gross Appropriations	1,826,325	735,354
Intrafund Transfers	(2,005,271)	(468,343)
Contingencies/Dept Reserves	753,422	367,399
Net County Cost	—	—
Positions	3	—

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 Construction Services 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 facilities 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. The Program focuses on small- to medium-size projects, in coordination with the Facilities Maintenance and Capital Projects units.

The Program's fee-for-service model serves the multiple County department programs and uses external contracting services when needed. The Program intends to focus on inclusive procurement practices, which, in turn, may generate jobs and improve access to public contracts for local vendors. Expanding this practice may help the Program address the Board of Supervisors' direction to focus on equity in performance measures within the construction contracting community of San Mateo County.

The Program, on average, services over 600 work requests annually in County-owned facilities that provide direct service to the general public. To improve its productivity rate over the next two years, the Program will move the Maximo, a Computerized Maintenance Management System software solution, forward which will assist managers and supervisors to more efficiently assign, track, monitor, and prioritize projects and service requests. Through the use of Maximo's reporting tools and dashboards, managers and supervisors will have greater insight into productivity rates and be able to make informed decisions on how best to meet customer requests, cost estimates, and timelines.

Performance Measures

Increase the Productivity Rate Percent of Construction Services Staff to 65 Percent

Productivity rate is measured when staff work on projects; their billable time is charged as productive costs. All other time (e.g., vacation, sick, administrative, downtime) is charged as non-productive/overhead costs. As the productivity rate improves, fewer costs are allocated to overhead, thus lowering the overall project cost to the customers of the Program.

The Program did not meet its FY 2020-21 target of 65 percent employee productivity rate. The rate for FY 2020-21 is estimated at 50.6 percent primarily due to increased downtime with COVID safety considerations, cases, and exposures. During the initial government shutdown, Construction Services staff were on a rotational basis with only 50 percent staffing for approximately two months. The shutdown also limited Construction Services ability to enter facilities and execute projects due to COVID safety considerations.

The Program will implement innovative solutions to position the Program to meet it productivity target by implementing Maximo, a Computer Maintenance Management System software solution, which will assist managers and supervisors to more efficiently assign, track, monitor, and prioritize projects and service requests. Through the use of Maximos reporting tools and dashboards, managers and supervisors will have greater insight into productivity rate and can make informed decisions on how best to meet customer requests, cost estimates and timelines.

Another solution to increase productivity rates is to increase workload through improved advertising and promotion of its services to customers. One example is to work with departments to optimize opportunities for maintenance and small projects when on-site staffing is limited. Other examples of ways the Program can Create a Remarkable Experience for customers include improving communication through brown bag lunches, which provide a forum for questions and answers on services provided, highlighting completed projects through Yammer with before/after photos, and other forms of outreach and communication.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Increase the Productivity Rate Percent of Construction Services Staff to 65 Percent	--	--	51%	65%	65%

New measure: Prior year data is not available.

Construction Services (4740B)
Construction Services Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	(1,845)	(2,536)	—	—	—	—	—
Charges for Services	127,682	89,363	48,410	85,028	36,618	85,028	—
Interfund Revenue	1,869,018	2,053,758	2,603,008	2,628,008	25,000	2,633,502	5,494
Miscellaneous Revenue	—	11,226	—	—	—	—	—
Other Financing Sources	—	281,540	—	—	—	—	—
Total Revenue	**1,994,855**	**2,433,351**	**2,651,418**	**2,713,036**	**61,618**	**2,718,530**	**5,494**
Fund Balance	4,833	64,899	72,842	—	(72,842)	—	—
Total Sources	**1,999,688**	**2,498,250**	**2,724,260**	**2,713,036**	**(11,224)**	**2,718,530**	**5,494**
Salaries and Benefits	1,594,526	2,011,470	2,103,290	2,147,486	44,196	2,150,937	3,451
Services and Supplies	171,209	217,695	309,018	311,526	2,508	311,526	—
Other Charges	162,057	187,243	304,076	245,760	(58,316)	247,673	1,913
Other Financing Uses	6,998	9,000	7,876	8,264	388	8,394	130
Gross Appropriations	**1,934,789**	**2,425,407**	**2,724,260**	**2,713,036**	**(11,224)**	**2,718,530**	**5,494**
Intrafund Transfers							
Net Appropriations	**1,934,789**	**2,425,407**	**2,724,260**	**2,713,036**	**(11,224)**	**2,718,530**	**5,494**
Contingencies/Dept Reserves	64,899	72,843	—	—	—	—	—
Total Requirements	**1,999,688**	**2,498,250**	**2,724,260**	**2,713,036**	**(11,224)**	**2,718,530**	**5,494**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	10.0	10.0	10.0	10.0	—	10.0	—
Funded FTE	10.0	10.0	10.0	10.0	—	10.0	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Construction Services (4740B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,999,688	2,498,250	2,724,260	2,713,036	(11,224)	2,718,530	5,494
Total Requirements	1,999,688	2,498,250	2,724,260	2,713,036	(11,224)	2,718,530	5,494
Net County Cost	–	–	–	–	–	–	–
Salary Resolution	10.0	10.0	10.0	10.0	–	10.0	–
Funded FTE	10.0	10.0	10.0	10.0	–	10.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; and elimination of one-time revenues and expenditures. Adjustments are also made to correct the use of Intrafund Transfers and Interfund Revenue based on accounting changes. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(11,224)	5,494
Gross Appropriations	(11,224)	5,494
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(11,224)	5,494
Gross Appropriations	(11,224)	5,494
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

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

The Vehicle and Equipment Services Program provides vehicle procurement, maintenance, repair, and fuel services to County departments. The continued replacement of older vehicles with hybrids, plug-in hybrids, and electric vehicles has allowed the Program to increase its overall fuel efficiency and continue to focus on preventative maintenance in lieu of vehicle repairs, consistent with optimum industry standards.

In FY 2020-21, the Program initiated a reduction of motorpool vehicles from 164 to 121 and will review and evaluate motorpool utilization as County departments transition back from telework. To augment motorpool peak demands, the Program has entered into a Car Rental Agreement with two vendors for on-call vehicle rentals.

The Program continues to pursue hybrid and zero emission vehicle options for its motorpool fleet and County departments. The Program is currently working with the Sheriff's Office to replace patrol vehicles with hybrid options. In FY 2020-21, the Program purchased two additional all-electric vehicles and four plug-in hybrids for its motorpool. The Program continues to seek grant opportunities for expanding its electric vehicle charging infrastructure and capacity. The planned construction for the new County parking garage will support the Program's efforts to expand the County's charging capacity for electric vehicles. Maintenance costs for all-electric vehicles are anticipated to be less than those of traditional gas-powered vehicles, resulting in additional reductions in per vehicle maintenance costs for non-patrol cars as the program continues to introduce plug-in hybrids and electric vehicles into its fleet.

Performance Measures

Train and Equip 100 Percent of Fleet Mechanic Staff with Equipment Needed to Maintain Battery-Powered Hand Tools

The Program proposes to train and equip 100 percent of Fleet Mechanic staff with equipment needed to maintain battery-powered hand tools proposed to be acquired in FY 2021-22 and FY 2022-23.

The Program maintains all equipment for the Roads Maintenance Division and with the proposed acquisition of battery-powered hand tools, will provide all preventative maintenance and repairs needed for the new battery-powered hand tools. Examples of the battery-powered hand tools include: chainsaws, pole saws, leaf blowers, and hedge trimmers.

In FY 2021-22, Program plans to train staff and acquire tools (e.g. chargers, battery tenders/conditioners, testers, etc.) to provide preventative maintenance and repairs as needed for the new battery-operated hand tools for one Bayside maintenance crew. In FY 2022-23, the Program will expand these activities to the Coastside maintenance crew.

Benefits of battery-powered hand tools are:

- Less routine maintenance required resulting in lower overall maintenance cost.
- With less routine maintenance required on hand tools, maintenance personnel time could be spent on other maintenance needs.
- Zero emissions.
- Program can Create A Remarkable Experience for customers with reduced noise impacts from gas-powered motors.

Challenges of battery-powered hand tools are:

- Life expectancy of batteries.

Performance Measures

- Disposal of used or depleted batteries. Acquisition cost for battery powered tools is estimated at double the cost of gas powered tools.

With the lower expected maintenance cost due to fewer moving parts, no oil, no fuel, etc. less time is anticipated to be dedicated to maintenance and repairs of these battery-powered hand tools. Reducing time spent to perform hand tool maintenance and/or repairs is expected to free-up time for the Programs maintenance staff to conduct preventative maintenance or repairs on heavy construction equipment, improving operational efficiency.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Train and Equip 100 Percent of Fleet Mechanic Staff with Equipment Needed to Maintain Battery-Powered Hand Tools	--	--	--	--	--
New measure: Data will begin to be collected in FY 2021-22.					

Vehicle and Equipment Services (4760B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	384,028	330,199	300,000	340,000	40,000	345,000	5,000

Vehicle and Equipment Services (4760B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	8,851	5,086	14,050	26,000	11,950	26,000	–
Interfund Revenue	8,554,047	5,358,678	9,639,316	8,142,057	(1,497,259)	7,991,786	(150,271)
Miscellaneous Revenue	298,492	250,109	136,500	229,000	92,500	229,000	–
Other Financing Sources	3,784	–	–	–	–	–	–
Total Revenue	**9,249,202**	**5,944,072**	**10,089,866**	**8,737,057**	**(1,352,809)**	**8,591,786**	**(145,271)**
Fund Balance	16,395,108	17,565,720	17,423,247	16,676,561	(746,686)	15,955,855	(720,706)
Total Sources	**25,644,310**	**23,509,792**	**27,513,113**	**25,413,618**	**(2,099,495)**	**24,547,641**	**(865,977)**
Salaries and Benefits	1,983,020	1,824,812	2,393,531	2,402,837	9,306	2,418,671	15,834
Services and Supplies	2,536,757	1,971,609	2,531,527	2,207,199	(324,328)	2,350,536	143,337
Other Charges	950,353	662,865	841,644	793,546	(48,098)	796,845	3,299
Reclassification of Expenses	–	–	–	–	–	–	–
Fixed Assets	3,414,998	1,880,771	4,674,090	4,045,000	(629,090)	3,475,000	(570,000)
Other Financing Uses	994	3,279	4,446	9,181	4,735	9,347	166
Gross Appropriations	**8,886,122**	**6,343,336**	**10,445,238**	**9,457,763**	**(987,475)**	**9,050,399**	**(407,364)**
Intrafund Transfers	(807,532)	(256,791)	–	–	–	–	–
Net Appropriations	**8,078,590**	**6,086,545**	**10,445,238**	**9,457,763**	**(987,475)**	**9,050,399**	**(407,364)**
Non-General Fund Reserves	17,565,720	17,423,247	17,067,875	15,955,855	(1,112,020)	15,497,242	(458,613)
Total Requirements	**25,644,310**	**23,509,792**	**27,513,113**	**25,413,618**	**(2,099,495)**	**24,547,641**	**(865,977)**
Net County Cost	**(0)**	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	15.0	14.0	14.0	14.0	–	14.0	–
Funded FTE	15.0	14.0	14.0	14.0	–	14.0	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Vehicle and Equipment Services (4760B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	25,644,310	23,509,792	27,513,113	25,413,618	(2,099,495)	24,547,641	(865,977)
Total Requirements	25,644,310	23,509,792	27,513,113	25,413,618	(2,099,495)	24,547,641	(865,977)
Net County Cost	(0)	–	–	–	–	–	–
Salary Resolution	15.0	14.0	14.0	14.0	–	14.0	–
Funded FTE	15.0	14.0	14.0	14.0	–	14.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; increase in interest revenue on Fund Balance; decrease in revenue from departments to offset anticipated decreasing vehicle usage and fuel costs; and elimination of one-time vehicle purchase expenses. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(18,776,056)	(16,821,832)
Gross Appropriations	(5,057,475)	(3,957,364)
Intrafund Transfers	–	–
Non-General Fund Reserves	(13,718,581)	(12,864,468)
Net County Cost	–	–
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. FY 2021-22 and FY 2022-23 Fund Balance is appropriated to Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	16,676,561	15,955,855
Gross Appropriations	—	—
Intrafund Transfers	—	—
Non-General Fund Reserves	16,676,561	15,955,855
Net County Cost	—	—
Positions	—	—

3. Annual Replacement of Pool Vehicles: The Program is responsible for the annual replacement of assigned and pool vehicles. Reserves will fund the one-time replacement of up to 83 vehicles in FY 2021-22 and 68 vehicles in FY 2022-23 for the Sheriff and other departments.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	3,920,000	3,450,000
Intrafund Transfers	—	—
Non-General Fund Reserves	(3,920,000)	(3,450,000)
Net County Cost	—	—
Positions	—	—

4. Fuel Management System Upgrade: This action appropriates Reserves to upgrade the current fuel management system with software that is compatible with current IT requirements along with hardware to allow for more automated fuel transactions.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	150,000	100,000
Intrafund Transfers	—	—
Non-General Fund Reserves	(150,000)	(100,000)
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(2,099,495)	(865,977)
Gross Appropriations	(987,475)	(407,364)
Intrafund Transfers	—	—
Non-General Fund Reserves	(1,112,020)	(458,613)
Net County Cost	—	—
Positions	—	—

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 Utilities Program provides customers in the County's ten sewer districts with reliable sanitary sewer systems, responsible and timely emergency assistance, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. The Program completed all capital improvement projects previously identified in the 1999 Sewer Master Plans in 2019. In FY 2021-23 the Program will continue to implement the Capital Improvement projects identified based on results of recent condition assessment programs and Master Plan updates for each district.

The Program operates and maintains over 2,100 street lights in ten street lighting districts and County Service Areas in both suburban and rural settings. These districts include many geographically diverse areas with differing needs, property usages, level of lighting preferences and needs, and economic levels. The Program aims to repair 95 percent or more of the reported street light outages within 10 working days.

The Program also manages two County Service Areas (CSAs) providing potable water services. In addition, the Program manages eight drainage maintenance districts and supports the San Mateo County Flood and Sea Level Rise Resiliency District in administration and maintenance of the four flood control zones within various areas of the County to provide communities with reliable flood control and storm drain systems. Finally, the Program manages watershed protection activities which include 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 permit; monitoring of three County-maintained closed landfills to ensure compliance with State regulations; and developing environmentally sensitive road maintenance standards.

Performance Measures

Percent of Streetlights Repaired in Ten Working Days

The Department of Public Works (Department) maintains approximately 2,202 streetlights in eleven streetlight districts within the County. These districts include many geographically diverse areas with differing needs, property usages, level of lighting preferences and needs, and economic levels. The districts include the following unincorporated County areas: Broadmoor, Colma, Harbor Industrial, San Mateo Highlands, Princeton-by-the-Sea, El Granada, Miramar, Moss Beach, Montara, Pescadero, La Honda, Emerald Lake Hills, Oak Knoll, Sequoia Tract, West Menlo Park, Menlo Oaks, and North Fair Oaks.

The districts are separate and distinct special districts that are funded by a portion of the 1 percent property taxes paid by the property owners within the specific districts and revenues are affected by assessed values of properties in the districts. The Department relies on the public to report streetlight outages and utilizes Department staff and equipment to respond to and repair the outages. The Department strives to repair reported outages within ten working days and tracks the number of days taken to repair each outage reported. In most cases the repairs can be made by the Department, but there are instances where the issue requires Pacific Gas and Electric (PG&E) to perform specific work or a pole has been damaged and must be replaced before the streetlight can be operational. Ensuring the district streetlights are working is important for drivers, pedestrians, bicyclists, and may be a deterrent for unlawful activities. The Department understands and recognizes the importance of ensuring that streetlights are repaired as quickly as possible as they impact the residents in the districts.

Because the Department relies on the public to report outages, there may be streetlights that need repair, but have not been reported. The Department maintains unique data and identifiers for the streetlights. Each streetlight is included in the Departments computerized maintenance management system and geographical information system with information relative streetlight locations and past outages and repairs. The Department is able to query streetlight information to evaluate the time it took to repair the streetlights and track repair history.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Streetlights Repaired in Ten Working Days	95%	95%	95%	95%	95%

Utilities (4840B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	8,806,776	5,641,283	1,908,914	2,004,999	96,085	2,042,714	37,715
Licenses, Permits and Franchises	644,837	642,688	580,000	580,000	—	560,000	(20,000)
Use of Money and Property	1,606,641	1,185,098	662,498	829,818	167,320	804,818	(25,000)
Intergovernmental Revenues	67,625	1,101,943	7,147	7,062	(85)	7,062	—
Charges for Services	16,598,596	18,475,634	19,379,871	19,265,906	(113,965)	19,420,183	154,277
Interfund Revenue	5,384,695	4,987,659	7,683,964	7,731,011	47,047	7,792,239	61,228
Miscellaneous Revenue	34,515	20,775	7,000	7,000	—	7,000	—
Other Financing Sources	3,691,886	—	114,808	114,808	—	114,808	—
Total Revenue	**36,835,571**	**32,055,080**	**30,344,202**	**30,540,604**	**196,402**	**30,748,824**	**208,220**
Fund Balance	71,955,349	78,722,006	52,222,241	44,876,558	(7,345,683)	34,182,537	(10,694,021)
Total Sources	**108,790,920**	**110,777,086**	**82,566,443**	**75,417,162**	**(7,149,281)**	**64,931,361**	**(10,485,801)**
Salaries and Benefits	3,443,222	3,510,191	4,352,120	4,506,952	154,832	4,563,999	57,047
Services and Supplies	14,690,266	16,882,018	22,900,240	22,628,712	(271,528)	23,067,550	438,838
Other Charges	6,156,671	4,622,855	3,466,739	4,553,201	1,086,462	4,551,699	(1,502)
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	1,678,155	5,751,314	14,082,078	9,000,000	(5,082,078)	4,400,000	(4,600,000)
Other Financing Uses	5,199,168	28,065,821	417,648	425,760	8,112	425,942	182
Gross Appropriations	**31,167,483**	**58,832,200**	**45,218,825**	**41,114,625**	**(4,104,200)**	**37,009,190**	**(4,105,435)**
Intrafund Transfers	(98,254)	(397,746)	—	—	—	—	—
Net Appropriations	**31,069,229**	**58,434,454**	**45,218,825**	**41,114,625**	**(4,104,200)**	**37,009,190**	**(4,105,435)**
Contingencies/Dept Reserves	76,379,241	51,057,640	36,831,388	33,775,481	(3,055,907)	27,385,974	(6,389,507)
Non-General Fund Reserves	1,222,450	1,164,992	396,230	407,056	10,826	416,197	9,141
Total Requirements	**108,670,920**	**110,657,086**	**82,446,443**	**75,297,162**	**(7,149,281)**	**64,811,361**	**(10,485,801)**
Net County Cost	**(120,000)**	**(120,000)**	**(120,000)**	**(120,000)**	**—**	**(120,000)**	**—**
Salary Resolution	21.0	21.0	21.0	22.0	1.0	22.0	—
Funded FTE	21.0	21.0	20.9	21.8	0.9	21.8	—

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Utilities (4840B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	108,790,920	110,777,086	82,566,443	75,417,162	(7,149,281)	64,931,361	(10,485,801)
Total Requirements	108,670,920	110,657,086	82,446,443	75,297,162	(7,149,281)	64,811,361	(10,485,801)
Net County Cost	(120,000)	(120,000)	(120,000)	(120,000)	–	(120,000)	–
Salary Resolution	21.0	21.0	21.0	22.0	1.0	22.0	–
Funded FTE	21.0	21.0	20.9	21.8	0.9	21.8	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; changes in internal service charges; adjustments to operational costs and offsetting adjustments to cost reimbursements from customers; offsetting increases in property tax and interest revenues; and elimination of one-time revenues and expenditures including improvement projects and contributions. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments in FY 2021-22. Net funding adjustments in FY 2022-23 total ($286).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(52,719,137)	(45,283,146)
Gross Appropriations	(16,435,221)	(11,697,908)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(35,896,804)	(33,187,609)
Non-General Fund Reserves	(387,112)	(397,915)
Net County Cost	–	(286)
Positions	–	–

2. Office Specialist Position: This action adds a permanent full-time Office Specialist position in FY 2021-22 to provide first-line support for emergency response and customer service in lieu of technicians and engineers providing these services. The cost of the position is offset by a reduction in part-time extra help hours and an increase in reimbursement revenue from the utility districts.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	78,490	—
Gross Appropriations	78,490	286
Intrafund Transfers	—	—
Net County Cost	—	286
Positions	1	—

3. Fund Balance Adjustment: This action appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is appropriated in FY 2021-22 and FY 2022-23 primarily to Reserves; as operational contingency to respond to unanticipated circumstances in all districts such as drainage, landscape maintenance districts; for sewage treatment and disposal costs pending rate adjustments; and LED conversion project expenditures.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	44,876,558	34,182,537
Gross Appropriations	3,137,723	3,077,379
Intrafund Transfers	—	—
Contingencies/Dept Reserves	41,340,897	30,698,102
Non-General Fund Reserves	397,938	407,056
Net County Cost	—	—
Positions	—	—

4. Capital Projects-Sewer Districts: Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies or excessive maintenance. In FY 2021-22 and FY 2022-23, Reserves are appropriated in the Sewer Districts for various one-time improvement projects. Improvements will help reduce sewer overflows and amount of staff time spent on unscheduled maintenance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	500,000	500,000
Gross Appropriations	7,100,000	4,000,000
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(6,600,000)	(3,500,000)
Net County Cost	–	–
Positions	–	–

5. Middlefield Road Undergrounding Project Phase II: Reserves are appropriated in FY 2021-22 to replace existing streetlight poles and fixtures, and install wiring in underground conduits in the North Fair Oaks area of Middlefield Road in conjunction with the streetscape and utility undergrounding project.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	1,500,000	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(1,500,000)	–
Net County Cost	–	–
Positions	–	–

6. Sewer Equipment: In FY 2021-22 and FY 2022-23, the Program will purchase sewer equipment to replace older equipment that is no longer functional and/or to acquire items that reflect the latest technology (CCTV camera and truck, pick-up/ flusher truck, etc.). Funding will be provided from all of the Sewer Districts administered by the County.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	114,808	114,808
Gross Appropriations	514,808	514,808
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(400,000)	(400,000)
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(7,149,281)	(10,485,801)
Gross Appropriations	(4,104,200)	(4,105,435)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(3,055,907)	(6,389,507)
Non-General Fund Reserves	10,826	9,141
Net County Cost	—	—
Positions	1	—

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 County of San Mateo Airports Program strives 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 (Airports) in accordance with Federal Aviation Administration (FAA) regulations, state requirements, and the County's Voluntary Noise Abatement Procedures (VNAPs). Program staff manage and maintain over 500 acres of airport facilities; more than 400 hangar and tiedown permits and leases; and perform design and environmental studies for safety, security, and infrastructure improvements at both Airports.

In FY 2019-20, the Program completed several capital improvements funded by both FAA grants and Airport enterprise funds. Recently completed projects include taxi lane, access road, and parking lot pavement improvements at the Half Moon Bay Airport. At the San Carlos Airport, the Program completed construction of 14 small aircraft hangars and the renovation of leased hangar and office space. In addition, the Program began the design phase for the Runway 12/30 Rehabilitation Project, which is expected to be constructed in FY 2021-22. The Program expects these projects will enhance the safe operation at the Airports and better serve our communities.

The Program utilizes flight management technology to monitor adherence with the VNAPs. This technology increases the Program's responsiveness, customer service, and proactive outreach. In FY 2019-20, the Program launched its 'Fly Friendly" program, including a noise management website, informational outreach campaigns, and innovative video series demonstrating the VNAPs with the goal of positively partnering with pilots and neighbors, and reducing noise impacts to the community. The Program will continue to partner with airport users to achieve 92 percent or higher compliance with VNAPs.

Performance Measures

Utilize Technology to Track Aircraft Flight Paths and Adherence with Noise Abatement Procedures

The Program met its FY 2020-21 target of 92 percent of aircraft operating in adherence with the Airports voluntary noise abatement procedures. The County is sensitive to the concerns of its residents surrounding the San Carlos Airport and has worked with the pilots association, flight schools, the Federal Aviation Administration (FAA) and neighboring communities to develop voluntary noise abatement procedures (VNAPs) which are flight paths that minimize noise impacts to the surrounding communities whenever possible.

The Program utilizes flight management technology to monitor adherence with the VNAPs and track aircraft flight paths, allowing for early outreach on noise issues. Prior to implementing this new technology, the Program utilized staff to physically observe aircraft for one-hour each day to monitor adherence with noise abatement procedures. The Programs flight management technology provides precise flight track data with the click of a button, resulting in reduced staff time and increased data accuracy. The Airport can utilize this technology to identify flight paths and respond to customer concerns in real time, increasing the Airports responsiveness, customer service, and proactive outreach to pilots. The Program partners with airport users to achieve a high level of adherence at both airports. In FY 2019-20, the Program launched its Fly Friendly program including a noise management website, informational outreach campaigns, and innovative video series demonstrating the VNAPs with the goal of positively partnering with our neighbors and reducing noise impacts to our community.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Utilize Technology to Track Aircraft Flight Paths and Adherence with Noise Abatement Procedures	95%	97%	92%	92%	92%

Airports (4850B)
County Airports Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	702,519	758,639	681,641	–	(681,641)	–	–
Licenses, Permits and Franchises	23,545	95,706	15,500	15,500	–	15,500	–
Fines, Forfeitures and Penalties	7,845	12,010	15,000	15,000	–	15,000	–
Use of Money and Property	3,843,849	4,162,666	4,558,998	4,999,831	440,833	4,999,831	–
Intergovernmental Revenues	26,908	305,413	1,580,522	800,000	(780,522)	800,000	–
Charges for Services	31,581	7,537	26,000	26,000	–	26,000	–
Interfund Revenue	–	6,054	1,000,000	–	(1,000,000)	–	–
Miscellaneous Revenue	392,452	19,414	40,000	40,000	–	40,000	–
Other Financing Sources	114,754	–	–	–	–	–	–
Total Revenue	**5,143,453**	**5,367,439**	**7,917,661**	**5,896,331**	**(2,021,330)**	**5,896,331**	**–**
Fund Balance	3,305,898	2,604,088	3,290,436	2,019,935	(1,270,501)	2,075,974	56,039
Total Sources	**8,449,351**	**7,971,527**	**11,208,097**	**7,916,266**	**(3,291,831)**	**7,972,305**	**56,039**
Salaries and Benefits	1,581,356	1,561,421	1,785,356	1,845,986	60,630	1,865,871	19,885
Services and Supplies	2,105,434	1,837,767	2,050,834	2,071,334	20,500	2,071,334	–
Other Charges	1,482,700	1,117,037	611,452	622,972	11,520	628,044	5,072
Fixed Assets	1,889,063	163,711	4,170,372	1,300,000	(2,870,372)	800,000	(500,000)
Other Financing Uses	–	–	73,746	–	(73,746)	–	–
Gross Appropriations	**7,058,553**	**4,679,936**	**8,691,760**	**5,840,292**	**(2,851,468)**	**5,365,249**	**(475,043)**
Intrafund Transfers	–	–	–	–	–	–	–
Net Appropriations	**7,058,553**	**4,679,936**	**8,691,760**	**5,840,292**	**(2,851,468)**	**5,365,249**	**(475,043)**
Non-General Fund Reserves	1,390,797	3,291,591	2,516,337	2,075,974	(440,363)	2,607,056	531,082
Total Requirements	**8,449,350**	**7,971,527**	**11,208,097**	**7,916,266**	**(3,291,831)**	**7,972,305**	**56,039**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	9.0	10.0	10.0	10.0	–	10.0	–
Funded FTE	9.0	10.0	10.0	10.0	–	10.0	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Airports (4850B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	8,449,351	7,971,527	11,208,097	7,916,266	(3,291,831)	7,972,305	56,039
Total Requirements	8,449,350	7,971,527	11,208,097	7,916,266	(3,291,831)	7,972,305	56,039
Net County Cost	(0)	–	–	–	–	–	–
Salary Resolution	9.0	10.0	10.0	10.0	–	10.0	–
Funded FTE	9.0	10.0	10.0	10.0	–	10.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; decreases in rent, lease, and concession revenue; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(6,831,766)	(2,019,935)
Gross Appropriations	(4,315,429)	(475,043)
Intrafund Transfers	–	–
Non-General Fund Reserves	(2,516,337)	(1,544,892)
Net County Cost	–	–
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. FY 2021-22 and FY 2022-23 Fund Balance is appropriated to Reserves in both years and also to other special department expense in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,019,935	2,075,974
Gross Appropriations	163,961	–
Intrafund Transfers	–	–
Non-General Fund Reserves	1,855,974	2,075,974
Net County Cost	–	–
Positions	–	–

3. San Carlos Airport Runway Pavement Repair Project: This adjustment carries forward to FY 2021-22 unspent appropriations and associated Federal Aviation Administration grant revenue for the construction phase of the San Carlos Airport Pavement Repair Project, based on project progress and estimated FY 2020-21 expenditures.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	800,000	–
Gross Appropriations	800,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

4. Half Moon Bay Airport Mower: This action appropriates Reserves to purchase a new extendable reach mower for Half Moon Bay Airport in FY 2021-22. This purchase is required to maintain 350 acres of airport property (including pampas grass, fields, and ditches) to FAA standards.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	250,000	–
Intrafund Transfers	–	–
Non-General Fund Reserves	(250,000)	–
Net County Cost	–	–
Positions	–	–

5. Half Moon Bay Airport Hangar Rehabilitation Project: This action appropriates Reserves to repair County-owned hangars at Half Moon Bay Airport in FY 2021-22. The repairs are required to continue renting the aging hangars. Hangar revenue is a main source of revenue for the Airport Fund and the coastal environment has damaged the metal hangar structures over time.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	250,000	–
Intrafund Transfers	–	–
Non-General Fund Reserves	(250,000)	–
Net County Cost	–	–
Positions	–	–

6. New Lease Revenue at San Carlos Airport: This action increases County land rent revenue in FY 2021-22 for a new lease agreement with Silicon Valley Clean Water for use of land on the south side of San Carlos Airport, and appropriates the new revenue to Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	720,000	–
Gross Appropriations	–	–
Intrafund Transfers	–	–
Non-General Fund Reserves	720,000	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(3,291,831)	56,039
Gross Appropriations	(2,851,468)	(475,043)
Intrafund Transfers	–	–
Non-General Fund Reserves	(440,363)	531,082
Net County Cost	–	–
Positions	–	–

Capital Projects (8500D)

Program Locator

County > Community Services > Department of Public Works > **Capital Projects**

Program Outcome Statement

Plan, design, construct, upgrade, and maintain and improve facilities and infrastructure to operate efficiently and safely

Program Results

The Capital Projects Program oversees infrastructure renovations and remodels in existing facilities. Capital infrastructure refers to the built environment that makes the County of San Mateo public-serving facilities safe, healthy, engaging, and aesthetically pleasing, which fulfills the Board of Supervisors' Shared Vision 2025. The Capital Improvement Program (CIP) focuses on three types of projects:

- New one-time projects with a useful life of more than five years, costing $150,000 or more
- Major infrastructure equipment and system replacements
- Maintenance and operation project improvements for employees and the community

The projects contained in the CIP support the general public, employees, and community. The Program establishes a comprehensive plan on spending priorities identified and approved by the Board of Supervisors. Updates to the CIP occur annually and changes may happen with each update.

In FY 2021-23, the Program plans to improve the safety of its facilities, incorporating new health requirements due to the recent pandemic as well as incorporating new energy standards to become more energy independent. The Program plans to consider alternatives to fossil fuels such as solar arrays and battery back-up resources. Additionally, the Program plans to improve productivity by utilizing Construction Management firms to assist on larger projects and to aid in tracking and managing the progress and completion of projects, thereby allowing the Program to focus on executing a larger number of projects.

Performance Measures

50 Percent of Budget Spent on Approved Capital Projects on an Annual Basis (Including Projects for Other Departments)

The County of San Mateos annual investment in the capital program is designed to support its communities and outlying regions through the beautification, rejuvenation, removal of barriers, and enhancement of its assets. The assets, mainly comprised of county-owned buildings, roadways, parks, and utility infrastructure require a variety of resources to maintain their availability to the public. Over the past two years, capital spending has occurred at approximately 26 28 percent of the total capital budget. Over the next five years, the need for substantial infrastructure investment is expected to focus on the buildings most needed and accessed by the public.

East Palo Alto Government Center improvements:

The County of San Mateo Government Center is at a pivotal moment in the buildings life span. There are immediate needs to improve critical infrastructure in order to keep the building in good working order and there are also long-term expansion requests by the building tenants that are essential to the City of East Palo Alto. These tenants serve as a vital resource for the City of East Palo Alto, the County of San Mateo, and the immediate surrounding communities and is located near public transit. The County has chosen to look at the intended use of The East Palo Alto Government Center and how it can best serve the community for the next 30 years, focusing on the facility's immediate infrastructure needs. The building is undergoing major renovation and is in need of major HVAC replacement. The HVAC upgrade will not only provide a more comfortable environment for the tenants and the public, it will also provide greater energy efficiency and savings. Additional capital improvements include the buildings lighting which will incorporate new LED light fixtures as part of the County of San Mateos energy efficiency plan. This will also provide additional energy savings and a positive impact on the environment by reducing the facilitys carbon footprint.

Safe Harbor Expansion:

Safe Harbor Shelter provides shelter services for County residents experiencing homelessness. Program components include housing-focused case management and connecting clients to assistance to secure and return to permanent housing as quickly as possible. This facility provided service to 324 clients in 2019. The average length of stay for clients was 79 days (prior to the reduced capacity onsite due to COVID-19). Safe Harbor is located near public transportation. The project will expand the capacity by 15 beds for a total of 105 beds. The project will also address Americans with Disabilities Act (ADA) accessibility issues by upgrading the restrooms and entry doors. The wheelchair lift will be replaced with a Limited Use Limited Application (LULA) elevator, providing safe access to the mezzanine level of the facility. The project extends the entrance area to provide consultation offices, reorganizes an accessible entrance, and updates the mens toilet and shower area for accessibility. A new concrete entrance ramp and stairs further improves the accessibility of the facility. A new automatic door operator will be added to the entrance. Improved lighting, HVAC, alarm system, sprinklers, and signage will also be installed. The project seeks to provide improved access to services for people experiencing homelessness and people of all abilities.

The Countys capital program ensures the availability, longevity and accessibility of its assets through a careful and strategic planning process that will affect all communities within San Mateo County over time. Public Works projects such as infrastructure maintenance, operations, airports, roadways, utilities, and sewers are not specific to one neighborhood, economic class, or group of people. Efforts are put forth annually through the County's capital program with the focus of addressing adequate and accessible facilities to all residents through strategic construction planning. To that end, Public Works has adopted a spending goal intended to continuously improve the number of capital projects delivered annually to the community.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
50 Percent of Budget Spent on Approved Capital Projects on an Annual Basis (Including Projects for Other Departments)	29%	26%	50%	50%	50%

Capital Projects (8500D)
Capital Projects Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,063,364	630,690	4,607,066	8,903,116	4,296,050	–	(8,903,116)
Use of Money and Property	133,314	113,991	–	–	–	–	–
Intergovernmental Revenues	75,776	–	–	–	–	–	–
Charges for Services	300	–	–	–	–	–	–
Other Financing Sources	15,600,619	18,690,633	85,585,593	84,645,217	(940,376)	17,591,343	(67,053,874)
Total Revenue	**16,873,374**	**19,435,314**	**90,192,659**	**93,548,333**	**3,355,674**	**17,591,343**	**(75,956,990)**
Fund Balance	5,839,745	6,403,499	5,941,393	7,175,908	1,234,515	6,926,489	(249,419)
Total Sources	**22,713,119**	**25,838,813**	**96,134,052**	**100,724,241**	**4,590,189**	**24,517,832**	**(76,206,409)**
Services and Supplies	11,524,099	11,647,469	200,000	600,000	400,000	–	(600,000)
Other Charges	–	5	2,300,005	1,999,799	(300,206)	1	(1,999,798)
Fixed Assets	4,785,521	8,127,169	89,981,017	91,197,953	1,216,936	14,639,604	(76,558,349)
Other Financing Uses	–	122,776	–	–	–	–	–
Gross Appropriations	**16,309,620**	**19,897,420**	**92,481,022**	**93,797,752**	**1,316,730**	**14,639,605**	**(79,158,147)**
Intrafund Transfers							
Net Appropriations	**16,309,620**	**19,897,420**	**92,481,022**	**93,797,752**	**1,316,730**	**14,639,605**	**(79,158,147)**
Contingencies/Dept Reserves	6,403,499	5,941,393	3,653,030	6,926,489	3,273,459	9,878,227	2,951,738
Total Requirements	**22,713,119**	**25,838,813**	**96,134,052**	**100,724,241**	**4,590,189**	**24,517,832**	**(76,206,409)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Capital Projects (8500D)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	22,713,119	25,838,813	96,134,052	100,724,241	4,590,189	24,517,832	(76,206,409)
Total Requirements	22,713,119	25,838,813	96,134,052	100,724,241	4,590,189	24,517,832	(76,206,409)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made in FY 2021-22 and FY 2022-23 to eliminate one-time revenues and expenditures and make adjustments to internal service charges and increases in facility rent surcharge revenue. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(92,971,840)	(97,514,336)
Gross Appropriations	(92,481,021)	(93,797,751)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(490,819)	(3,716,585)
Net County Cost	–	–
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is added and appropriated to Reserves in FY 2021-22 and FY 2022-23

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	7,175,908	6,926,489
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	7,175,908	6,926,489
Net County Cost	–	–
Positions	–	–

3. Measure K Rollover: Capital Projects: District specific Measure K revenues and offsetting expenditures for various projects, including CSA-7 Infrastructure Replacement, CSA-11 Waterline to Pescadero Fire Station and Pescadero High School, and Parallel Trail Creation Highway 1 are adjusted based on estimated carry-forward from FY 2020-21.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	3,903,116	—
Gross Appropriations	3,903,116	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

4. New Measure K Funding - Capital Projects: This action appropriates new District specific Measure K funding for new and existing projects. Appropriations are increased by $4,500,000 for CSA-7 Infrastructure Replacement, and $500,000 is appropriated for Eucalyptus Tree Removal in El Granada.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	5,000,000	—
Gross Appropriations	5,000,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

5. Capital Improvement Projects: Adjustments are made to appropriations based on estimated carry forward of FY 2020-21 funding and updated cost estimates for existing projects, including Mirada Road Pedestrian Bridge, Countywide Strategic Energy Master Plan Project Development, Radio Shop Project at Chestnut and Grant Yard, and Countywide Elevator Upgrades. In addition, appropriations are made for new projects, including ADA Elections Registration Compliance at Tower Road, San Mateo Medical Center Building Management System Upgrade in FY 2021-22, Maguire Correctional Facility Alternative Energy System Study, Hall of Justice Chiller Replacement, and Pescadero Controlled Density Fill Mill and Overlay Asphalt in FY 2022-23.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	81,483,005	14,381,438
Gross Appropriations	84,894,635	14,639,604
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(3,411,630)	(258,166)
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	4,590,189	(76,206,409)
Gross Appropriations	1,316,730	(79,158,147)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	3,273,459	2,951,738
Net County Cost	—	—
Positions	—	—

County One-Time Expense Fund (8200B)

Program Locator

County > Community Services >County One-Time Expense Fund

Program Outcome Statement

Contains appropriations for County capital improvements, facilities maintenance projects, and debt service payments

Program Results

The County's Accumulated Capital Outlay (ACO) Fund ordinance restricted the expenditure of funds to the acquisition, construction, installation, completion, or extension of County facilities, structures, or equipment, or the acquisition of related lands or rights-of-way. Section 2.80.070, however, allows the Board to provide for other uses of the fund to the extent that it amends the ordinance.

In December 2019, the Board amended the ordinance to expand the purposes for which the subject funds may be appropriated to include up to $25,000,000 for advances, temporary transfers, or lease financing arrangements with other public agencies for capital projects and for the acquisition of lands or rights-of-way necessary or convenient for such purposes, with the remainder of the Fund available for the funding of Board-approved employee housing programs, and one-time payments by the County of its pension or OPEB liabilities. Given the broader allowable purposes for the funds, the amended ordinance renames the ACO Fund as the 'County One-Time Expense Fund."

Notably, one of the advantages of creating accumulative capital outlay funds was that counties could thereafter set aside monies, apart from their general fund, to be made available for one-time capital expenditures. Similarly, and like the County's 2010 Reserves Policy, the amended ordinance would restrict expenditures from the County One-Time Expense Fund to certain one-time or short-term expenses as opposed to funding ongoing operations. With respect to the $25,000,000 available for potential advances, temporary transfers, or lease financing arrangements with public entities for their acquisition, construction, installation, completion, and/or extension of capital projects or the acquisition of lands or rights-of-way necessary or convenient for such purposes, such monies would need to be repaid to the fund before additional expenditures could be incurred. Other allowable uses of the fund include providing monies for one-time expenses such as additional payments of the County's pension or OPEB obligations.

Revenue in the County One-Time Expense Fund, previously the ACO Fund, is generated from the sale of real property and from interest earnings on Fund Balance. The current fund balance is due to revenue from the County's sale of the Circle Star Plaza office complex in 2014 and is available to fund projects as determined by the amended ordinance.

County One-Time Expense Fund (8200B)
County One-Time Expense Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	1,885,147	1,640,123	500,000	500,000	–	500,000	–
Intergovernmental Revenues	–	–	668,000	668,000	–	668,000	–
Miscellaneous Revenue	–	45,000,000	856,758	856,758	–	856,758	–
Total Revenue	**1,885,147**	**46,640,123**	**2,024,758**	**2,024,758**	**–**	**2,024,758**	**–**
Fund Balance	84,786,892	86,672,039	133,312,162	133,312,162	–	133,312,162	–
Total Sources	**86,672,039**	**133,312,162**	**135,336,920**	**135,336,920**	**–**	**135,336,920**	**–**
Other Financing Uses	–	–	91,756,758	91,756,758	–	91,756,758	–
Gross Appropriations	**–**	**–**	**91,756,758**	**91,756,758**	**–**	**91,756,758**	**–**
Intrafund Transfers							
Net Appropriations	**–**	**–**	**91,756,758**	**91,756,758**	**–**	**91,756,758**	**–**
Contingencies/Dept Reserves	–	–	–	–	–	–	–
Non-General Fund Reserves	86,672,039	133,312,162	43,580,162	43,580,162	–	43,580,162	–
Total Requirements	**86,672,039**	**133,312,162**	**135,336,920**	**135,336,920**	**–**	**135,336,920**	**–**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

County One-Time Expense Fund (8200B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	86,672,039	133,312,162	135,336,920	135,336,920	–	135,336,920	–
Total Requirements	86,672,039	133,312,162	135,336,920	135,336,920	–	135,336,920	–
Net County Cost	(0)	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to remove Fund Balance, a one-time funding source, from the Current Level Budget. There are no net funding adjustments. Net funding adjustments in FY 2021-22 total $133,312,162. Net funding adjustments in FY 2022-23 total $133,312,162.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(133,312,162)	(133,312,162)
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	133,312,162	133,312,162
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance that was removed from the Current Level Budget.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	133,312,162	133,312,162
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	(133,312,162)	(133,312,162)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	–	–
Positions	–	–

Courthouse Construction Fund (8300B)

Program Locator

County > Community Services > **Courthouse Construction Fund**

Program Outcome Statement

Funds the construction, rehabilitation, leasing, and financing of courtrooms

Program Results

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 $1.50 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.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.This Fund is currently only being used for debt service for Court facilities. Due to a reduction in fines and fees collected by the courts in recent years, revenues are insufficient to fund all debt service requirements for Court facilities. The County General Fund is legally obligated to fund any difference between the revenues and debt service. Once the debt service has been fully satisfied, the revenues will transfer to the State of California, which will take place in 2036, based on current debt service schedules.

Courthouse Construction Fund (8300B)
Courthouse Temporary Construction Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	(6,342)	(7,136)	–	–	–	–	–
Charges for Services	1,017,187	927,938	900,000	900,000	–	900,000	–
Interfund Revenue	–	–	464,422	464,422	–	464,422	–
Other Financing Sources	174,138	262,356	–	–	–	–	–
Total Revenue	**1,184,983**	**1,183,159**	**1,364,422**	**1,364,422**	**–**	**1,364,422**	**–**
Fund Balance	32,437	(1,415)	605	605	–	–	(605)
Total Sources	**1,217,420**	**1,181,744**	**1,365,027**	**1,365,027**	**–**	**1,364,422**	**(605)**
Other Financing Uses	1,218,836	1,181,139	1,364,422	1,365,027	605	1,364,422	(605)
Gross Appropriations	**1,218,836**	**1,181,139**	**1,364,422**	**1,365,027**	**605**	**1,364,422**	**(605)**
Intrafund Transfers							
Net Appropriations	**1,218,836**	**1,181,139**	**1,364,422**	**1,365,027**	**605**	**1,364,422**	**(605)**
Contingencies/Dept Reserves	–	605	605	–	(605)	–	–
Non-General Fund Reserves	(1,415)	–	–	–	–	–	–
Total Requirements	**1,217,421**	**1,181,744**	**1,365,027**	**1,365,027**	**–**	**1,364,422**	**(605)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Courthouse Construction Fund (8300B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,217,420	1,181,744	1,365,027	1,365,027	—	1,364,422	(605)
Total Requirements	1,217,421	1,181,744	1,365,027	1,365,027	—	1,364,422	(605)
Net County Cost	—	—	—	—	—	—	—

1. Adjustments to Provide Current Level Services: As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments for FY 2021-22 is $605. Net funding adjustments for FY 2022-23 is $605.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(605)	(605)
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	605	605
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance that was removed from the Current Level Budget and appropriates Reserves in order to zero out both Fund Balance and Reserves in this Budget Unit.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	605	—
Gross Appropriations	605	(605)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(605)	—
Net County Cost	(605)	(605)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	—	(605)
Gross Appropriations	605	(605)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(605)	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

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Criminal Justice Construction Fund (8400B)

Program Locator

County > Community Services > **Criminal Justice Construction Fund**

Program Outcome Statement

Funds the constructions, rehabilitation, leasing, and financing of criminal justice facilities

Program Results

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.

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. Due to a reduction in fines and fees collected by the courts in recent years, revenues are insufficient to fund the County's debt service requirements. Reserves will be used to make up the difference.

Criminal Justice Construction Fund (8400B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	43,032	33,864	18,000	18,000	–	18,000	–
Charges for Services	1,017,384	927,926	900,000	900,000	–	900,000	–
Total Revenue	**1,060,416**	**961,790**	**918,000**	**918,000**	**–**	**918,000**	**–**
Fund Balance	1,512,003	1,472,419	1,334,209	1,152,209	(182,000)	970,209	(182,000)
Total Sources	**2,572,419**	**2,434,209**	**2,252,209**	**2,070,209**	**(182,000)**	**1,888,209**	**(182,000)**
Other Financing Uses	1,100,000	1,100,000	1,100,000	1,100,000	–	1,100,000	–
Gross Appropriations	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**–**	**1,100,000**	**–**
Intrafund Transfers							
Net Appropriations	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**–**	**1,100,000**	**–**
Contingencies/Dept Reserves	–	–	–	–	–	–	–
Non-General Fund Reserves	1,472,419	1,334,209	1,152,209	970,209	(182,000)	788,209	(182,000)
Total Requirements	**2,572,419**	**2,434,209**	**2,252,209**	**2,070,209**	**(182,000)**	**1,888,209**	**(182,000)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Criminal Justice Construction Fund (8400B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,572,419	2,434,209	2,252,209	2,070,209	(182,000)	1,888,209	(182,000)
Total Requirements	2,572,419	2,434,209	2,252,209	2,070,209	(182,000)	1,888,209	(182,000)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $1,334,209. Net funding adjustments in FY 2021-22 total $1,152.209.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,334,209)	(1,152,209)
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	1,334,209	1,152,209
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance that was removed from the Current Level Budget. Due to a reduction in revenue, Reserves will be used to cover the County's debt service requirement.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,152,209	970,209
Gross Appropriations	–	–
Intrafund Transfers	–	–
Non-General Fund Reserves	(182,000)	(182,000)
Net County Cost	(1,334,209)	(1,152,209)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(182,000)	(182,000)
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(182,000)	(182,000)
Net County Cost	—	—
Positions	—	—

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Other Capital Construction Fund (8450D)

Department Locator

County > Community Services > County Manager's Office > **Other Capital Construction Fund**

Mission Statement

Project Development Unit deliversnew buildings and infrastructure that are functional, aesthetically appropriate, cost-effective, sustainable, inspiring, and compatible with the County's missions and policies.

Overview

The Project Development Unit (PDU) provides oversight and project management of new ground up County construction projects. PDU manages all aspects of potential projects including needs evaluations, feasibility studies, programming, design, and construction. PDU projects incorporate modern, sustainable, safe, and green building features that promote wellness, meet environmental goals, and satisfy programming needs.

Accomplishments in FY 2019-21:

- PDU oversaw substantial construction completion on the Regional Operations Center, Animal Shelter, Fire Station 17, Sanchez-Adobe Visitor's Center, Lathrop House Relocation, and San Mateo Medical Center Nursing Wing and Central Plant. Parking Structure 2 is nearly complete and slated to open Fall 2021.
- PDU oversaw completion of design on the Cordilleras Project, for which construction is underway, and the South San Francisco Wellness Center, which is shovel ready. County Office Building 3 is near design completion and site preparation work is underway.

Challenges, Initiatives, and Trends Anticipated for FY 2021-23:

- PDU anticipates construction starts will increase fueled by local, state, and federal infrastructure stimulus, strength in the housing construction market, and increased optimism in business and development markets that had paused projects during the pandemic. These changes may increase costs and decrease labor availability.
- PDU anticipates that the materials shortages induced by the pandemic, which have driven multi-factor material cost increases, will ease by the middle of FY 2021-22 as production ramps up to meet increase demand.
- Cost increases, labor shortages, and materials shortages create additional budget and schedule risk factors that may be difficult to mitigate and deplete financial contingency.

Other Capital Construction Fund (8450D)
Other Capital Construction Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	30,045,324	13,273,308	9,949,006	4,900,000	(5,049,006)	2,000,000	(2,900,000)
Use of Money and Property	139,691	112,494	–	–	–	–	–
Miscellaneous Revenue	80,077	4,555	270,000	–	(270,000)	–	–
Other Financing Sources	20,623,224	40,896,037	153,700,313	85,780,000	(67,920,313)	50,000,000	(35,780,000)
Total Revenue	**50,888,316**	**54,286,396**	**163,919,319**	**90,680,000**	**(73,239,319)**	**52,000,000**	**(38,680,000)**
Fund Balance	5,864,350	8,251,842	15,457,395	31,869	(15,425,526)	–	(31,869)
Total Sources	**56,752,666**	**62,538,238**	**179,376,714**	**90,711,869**	**(88,664,845)**	**52,000,000**	**(38,711,869)**
Services and Supplies	876,770	2,891,393	29,141,590	12,600,000	(16,541,590)	10,000,000	(2,600,000)
Fixed Assets	46,123,128	43,869,482	146,493,382	77,580,000	(68,913,382)	42,000,000	(35,580,000)
Other Financing Uses	1,511,247	319,968	3,741,742	531,869	(3,209,873)	–	(531,869)
Gross Appropriations	**48,511,145**	**47,080,843**	**179,376,714**	**90,711,869**	**(88,664,845)**	**52,000,000**	**(38,711,869)**
Intrafund Transfers							
Net Appropriations	**48,511,145**	**47,080,843**	**179,376,714**	**90,711,869**	**(88,664,845)**	**52,000,000**	**(38,711,869)**
Contingencies/Dept Reserves	408,033	121,785	–	–	–	–	–
Non-General Fund Reserves	7,833,488	15,335,610	–	–	–	–	–
Total Requirements	**56,752,666**	**62,538,238**	**179,376,714**	**90,711,869**	**(88,664,845)**	**52,000,000**	**(38,711,869)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $88,664,845 or 49 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $5,049,006 in this funding source due to a decrease in expenditures on Measure K-funded projects, including the Skylonda Fire Station and Regional Operations Center projects, which are both in the final phase of completion.

Miscellaneous Revenue

There is a net decrease of $270,000 in this funding source due to a decrease in appropriations for the Animal Shelter project.

Other Financing Sources

There is a net decrease of $67,920,313 in this funding source primarily due to a decrease in appropriations for the County Office Building 3, Parking Structure 2, and Animal Shelter projects as well as the change in funding source for the Cordilleras project from General Fund to bond proceeds.

Fund Balance

There is a net decrease of $15,425,526 in this funding source as Fund Balance for the Parking Structure 2, Cordilleras, and Warm Shell projects is expected to be fully spent in FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements decreased by $88,664,845 or 49 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Services and Supplies

There is a net decrease of $16,541,590 in this expenditure category due to a decrease in appropriations for the Cordilleras, Regional Operations Center, and County Office Building 3 projects.

Fixed Assets

There is a net decrease of $68,913,382 in this expenditure category primarily due to a reduction in appropriations for the Regional Operations Center, Skylonda Fire Station, Animal Shelter, and Lathrop House projects, which are near completion. Additionally, there is a change of funding source for the Cordilleras project from General Fund to bond proceeds.

Other Financing Uses

There is a net decrease of $3,209,873 in this expenditure category primarily due to the removal of appropriations for the Warm Shell project, which will be transferred out upon completion. The decrease is partially offset by an increase for the Women's Jail Demolition project.

NET COUNTY COST

There is no impact on Net County Cost.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources decreased by $38,711,869 or 43 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes

There is a net decrease of $2,900,000 in this funding source due Measure K-funded projects, Regional Operations Center and Skylonda Fire Station, which are expected to be completed in FY 2021-22.

Other Financing Sources

There is a net decrease of $35,780,000 in this funding source primarily due to the reduction in appropriations for projects including the Coroner's Office, Maple Street Homeless Shelter, and Parking Structure 2. This decrease was partially offset by an increase in appropriations for the County Office Building 3 project.

Fund Balance

There is a net decrease of $31,869 in this funding source due expected completion of Skylonda Fire Station project in FY 2021-22.

TOTAL REQUIREMENTS

Total Requirements decreased by $38,711,869 or 43 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Services and Supplies

There is a net decrease of $2,600,000 in this expenditure category due to reduction of appropriations for Shuttle and Stack Parking, the San Mateo Medical Center, and Regional Operations Center projects.

Fixed Assets

There is a net decrease of $35,580,000 primarily due to the reduction in appropriations for projects including the Coroner's Office, Maple Street Homeless Shelter, and Parking Structure 2. This decrease was partially offset by an increase in appropriations for County Office Building 3.

Other Financing Uses

There is a net decrease of $531,869 in this expenditure category due to the removal of appropriations for the Women's Jail Demolition and Skylonda Fire Station projects.

NET COUNTY COST

There is no impact on Net County Cost.

Major Capital Construction (8470B)

Program Locator

County > Community Services > County Manager's Office > Other Capital Construction Fund > **Major Capital Construction Fund**

Program Outcome Statement

Create functional, aesthetically appropriate, cost-effective, sustainable, and inspiring public safety facilities

Program Results

The program provides funding for new ground-up County construction projects. The new buildings replace outdated facilities and enhance existing County services. Funding for the projects comes from the General Fund, Measure K, and bond proceeds.

In FY 2020-21, the program oversaw substantial construction completion on the Regional Operations Center, Animal Shelter, Fire Station 17, Sanchez-Adobe Visitor's Center, Lathrop House Relocation, and San Mateo Medical Center Nursing Wing and Central Plant. The program also oversaw substantial construction on Parking Structure 2, which is nearly complete and slated to open in fall 2021.

In addition, the Program successfully led completion of design and permitting on the South San Francisco Wellness Center, which is shovel-ready and poised for construction. Construction began in Winter 2020 on the replacement Cordilleras Mental Health Facility. A revised County Office Building 3 design was also developed, existing buildings on the COB3 site were demolished, and wood frame erection on the zero-net-energy, mass timber building is projected for Winter 2021. The Program completed substantial feasibility and planning work for multiple projects.

The completed and contemplated projects provide home to the delivery of emergency operations services, medical and wellness services, fire response services, shelter services for those experiencing homelessness, park and recreational services, animal shelter services, and County management services. The program will seek to complete ongoing projects and initiate contemplated projects to better serve the County and its residents.

The program has adopted sustainable building and design strategies and equitable design criteria into its projects. Sustainable building strategies include: deployment of electric vehicle infrastructure, all-electric design, certification as LEED Silver or better, design targeting Zero Net Energy, use of sustainable building materials, and adoption of practices promoting wellness. Equitable design criteria incorporated include: gender neutral restrooms, lactation rooms, accessible public space, and buildings that provide fresh air, sunlight, and private spaces to all members of the workforce.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Major Capital Construction (8470B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	49,261,831	57,554,683	174,747,413	90,280,000	(84,467,413)	52,000,000	(38,280,000)
Total Requirements	49,261,831	57,554,683	174,747,413	90,280,000	(84,467,413)	52,000,000	(38,280,000)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(174,747,413)	–
Gross Appropriations	(174,747,413)	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

2. Measure K- Pescadero Fire Station: Measure K funding is appropriated to cover the cost of the Pescadero Fire Station Project. In addition, unused balance from FY 2020-21 will be rolled over during September Revisions.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,000,000	–
Gross Appropriations	2,000,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

3. COB 3 & Parking Structure 2 Projects: This action rolls forward estimated project balance to cover the cost of construction of County Office Building 3 (COB3) and Parking Structure 2.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	50,000,000	–
Gross Appropriations	50,000,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

4. Animal Shelter and Lathrop House Projects: This action rolls forward estimated project balance of Animal Shelter and Lathrop House Projects.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	180,000	(180,000)
Gross Appropriations	180,000	(180,000)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

5. San Mateo Medical Center Project: This action rolls forward estimated remaining balance to cover costs associated with the San Mateo Medical Center project that are not funded by bonds. In addition, unused FY 2020-21 appropriations will be rolled over during September Revisions.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,000,000	(1,000,000)
Gross Appropriations	1,000,000	(1,000,000)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

6. Coroner's Project: Funds are re-appropriated to cover the costs associated with the planning and design of a new Coroner's Office and Autopsy room within San Mateo Medical Center. This includes re-appropriation of estimated balance from FY 2020-21.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	25,000,000	(25,000,000)
Gross Appropriations	25,000,000	(25,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

7. Shuttle/ Stack Parking: Funds are re-appropriated to cover the cost associated with offsite parking, shuttle, and stack parking services during construction of San Mateo Medical Center, County Center, and Cordilleras.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,100,000	(1,100,000)
Gross Appropriations	1,100,000	(1,100,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

8. Maple Street Projects: Funds are re-appropriated to cover the costs associated with the planning and design of Maple Steet Homeless Shelter and the demolition of the women's jail to make way for temporary homeless shelters.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	8,500,000	(8,500,000)
Gross Appropriations	8,500,000	(8,500,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

9. Measure K Rollover - Regional Operations Center: This action rolls forward estimated Measure K balance to cover the closeout costs of the Regional Operations Center (ROC) Project.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,500,000	(2,500,000)
Gross Appropriations	2,500,000	(2,500,000)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(84,467,413)	(38,280,000)
Gross Appropriations	(84,467,413)	(38,280,000)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

Other Capital Construction Fund (8450B)

Program Locator

County > Community Services > County Manager's Office > Other Capital Construction Fund > **Other Capital Construction Fund**

Program Outcome Statement

New, functional, sustainable public safety facilities

Program Results

This program provides budget financing for the Maple Street Correctional Center Warm Shell project and Skylonda Fire Station project. The new facilities replaced outdated facilities and enhance existing County services. Funding for these projects comes from the General Fund and Measure K against bonded projects.

The Maple Street Warm Shell project was completed, with the Notice of Completion filed in December 2018. Remaining project funds will be used for completion of the Skylonda Fire Station, and capital projects at the Maple Street Correctional Center.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Other Capital Construction Fund (8450B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	7,490,835	4,983,555	4,629,301	431,869	(4,197,432)	–	(431,869)
Total Requirements	7,490,835	4,983,555	4,629,301	431,869	(4,197,432)	–	(431,869)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(4,629,301)	–
Gross Appropriations	(4,629,301)	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	–	–
Positions	–	–

2. Fund Balance Adjustment: Skylonda Fire Station: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	31,869	(31,869)
Gross Appropriations	31,869	(31,869)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

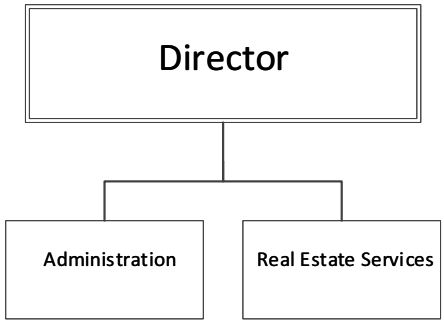
3. Measure K Rollover - Skylonda: This action rolls forward estimated Measure K balance to cover the closeout costs of the Skylonda Firestation Project.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	400,000	(400,000)
Gross Appropriations	400,000	(400,000)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(4,197,432)	(431,869)
Gross Appropriations	(4,197,432)	(431,869)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	–	–
Positions	–	–

REAL PROPERTY SERVICES



Department Locator

County > Community Services > **Real Property Services**

Mission Statement

Real Property Services provides competitive real estate services to County departments.

Overview

Real Property Services efficiently and effectively researches historical records, negotiates leases as either the landlord or tenant based on market conditions and forecasts, disposes of surplus real property, and purchases property on the County's behalf. The unit collaborates with County, regional, city, and State departments and agencies to find cost-effective, well-considered strategies for providing health care services, human services, transportation, outdoor activities, construction of tenant improvement projects, and infrastructure maintenance. Real Property works closely with other County departments to define leased facility needs, identify appropriate alternatives, negotiate leases on competitive terms, administer those agreements throughout the lease term, and protect the County's financial and legal interests. In addition, Real Property negotiates concession and permit agreements and facilitates right of way transactions.

Program Results

Real Property Services has successfully negotiated lease rates well below the countywide asking rates, due in part to continuing strong demand for office space on the Peninsula and the unit's market awareness and diligent negotiation. This results in cost savings for the County and high value for departments that lease space for their services and operations.

Through Real Property's efforts, the County secured the property interests necessary for the development of various capital improvement projects, enabled departments to locate public services and offices in accordance with client needs in a cost-effective manner, and safeguarded the County's real estate holdings.

Significant challenges, initiatives, and trends anticipated for FY 2021-23 include:

- Real Property will seek to promote equity in its leasing location decisions, by potentially locating County offices in areas that have seen disinvestment or are more accessible to low-income communities within the county. This approach could serve to encourage inclusion and accessibility for clients, residents, and County staff. Equity may also be used as a factor in leasing out County property. Non-profits and other groups that represent disadvantaged groups or promote diversity and inclusion could be given priority in certain circumstances.
- Real Property is re-establishing the electronic filing system in Spacebase and converting the department's filing and information retention system from paper to electronic. This has involved purging old files, documents, and computer equipment. This improvement will help modernize the office and make teleworking much more feasible and efficient by allowing employees to access information remotely.
- Real Property Services continues to negotiate lease rates well below the countywide asking rates, due in part to the Department's market awareness and diligent negotiation.

Department Innovations

- Real Property will negotiate adding gender-neutral bathrooms when negotiating new leases. All feasible options will be considered with landlords to add gender-neutral bathrooms in County leased space.
- Real Property aims to achieve a customer satisfaction rate at or above 90 percent. Surveys will be sent out to clients that utilize Real Property's services, measuring responsiveness, communication, and project performance. Real Property's goals is for 90 percent of respondents to select 'mostly satisfied" or 'very satisfied."

Performance Measures

Monthly Rent Price Per Square Foot

Real Property is committed to continuing to negotiate the best lease rates and terms for our County leased spaces.

A California Bureau of Real Estate (CBRE) report shows that office space vacancy for San Mateo County has reached 11.9%, almost twice the vacancy rate of about 6% from the beginning of 2020, before the COVID-19 pandemic. As the market continues to soften due to increasing supply, Real Property is in a strong negotiating position to get the best rates and terms for new leases and lease extensions.Colliers Peninsula Real Estate Report shows an average San Mateo County office space rate as $5.99 per square foot for the 3rd quarter of 2020. Real Propertys current average office space rate is $3.05 per square foot. For the FY 21-23, Real Propertys goal is to negotiate office space rates averaging less than $3.50 per square foot.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Monthly Rents per Square Foot	$ 2.85	$ 3.06	$ 3.10	$ 3.50	$ 3.50

Percent of Leased Space With Gender Neutral Bathrooms

The availability of gender-neutral bathrooms is important to both county staff and the public. Not only do they provide the most inclusive option, they can help make gender-nonconforming individuals feel safe in public spaces. In addition, gender-neutral restrooms are safer for families with children, as parents can accompany them, eliminating the need for young children to enter restrooms alone. Beyond safety concerns, gender neutral bathrooms are also helpful to individuals with disabilities as they offer more privacy. Real Property will negotiate adding gender-neutral bathrooms when negotiating new leases. All feasible options will be considered with landlords to add gender neutral bathrooms in County leased space.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Leased Space With Gender Neutral Bathrooms	--	--	--	20%	20%

New Measure: Prior year data is not available.

Real Property Services (1220B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	374,136	509,732	468,928	503,556	34,628	518,663	15,107
Charges for Services	–	–	–	–	–	–	–
Interfund Revenue	2,714,653	3,027,036	3,345,570	3,296,377	(49,193)	3,393,527	97,150
Miscellaneous Revenue	17,135	86,726	50,000	50,000	–	–	(50,000)
Total Revenue	**3,105,924**	**3,623,494**	**3,864,498**	**3,849,933**	**(14,565)**	**3,912,190**	**62,257**
Fund Balance	1,126,672	922,826	823,212	959,162	135,950	959,162	–
Total Sources	**4,232,596**	**4,546,320**	**4,687,710**	**4,809,095**	**121,385**	**4,871,352**	**62,257**
Salaries and Benefits	702,415	831,793	984,849	1,169,278	184,429	1,172,005	2,727
Services and Supplies	323,610	201,596	402,975	240,967	(162,008)	65,967	(175,000)
Other Charges	18,806,536	20,153,157	20,889,339	21,380,439	491,100	22,013,301	632,862
Other Financing Uses	18,177	26,466	29,216	26,328	(2,888)	26,413	85
Gross Appropriations	**19,850,738**	**21,213,013**	**22,306,379**	**22,817,012**	**510,633**	**23,277,686**	**460,674**
Intrafund Transfers	(16,540,968)	(17,489,904)	(18,441,881)	(18,967,079)	(525,198)	(19,365,496)	(398,417)
Net Appropriations	**3,309,770**	**3,723,108**	**3,864,498**	**3,849,933**	**(14,565)**	**3,912,190**	**62,257**
Contingencies/Dept Reserves	922,826	823,212	823,212	959,162	135,950	959,162	–
Total Requirements	**4,232,596**	**4,546,320**	**4,687,710**	**4,809,095**	**121,385**	**4,871,352**	**62,257**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	4.0	5.0	5.0	6.0	1.0	6.0	–
Funded FTE	4.0	5.0	5.0	6.0	1.0	6.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $121,385 from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Use of Money and Property
There is a net increase of $34,628 in this funding source due to changes in projected reimbursement.

Interfund Revenue
There is a net decrease of $49,193 in this funding source due to changes in projected reimbursement.

Miscellaneous Revenue
There is no change in this funding source.

Fund Balance
There is a net increase of $135,950 in this funding source due to savings in salary and benefits as well as a decreased spending in services and supplies in FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements increased by $121,385 from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $184,489 in this expenditure category due to position change as well as an addition of a new position.

Services and Supplies
There is a net decrease of $162,008 in this expenditure category due to lower costs for contract services.

Other Charges
There is a net increase of $491,000 in this expenditure category due to expected rent increases.

Other Financing Uses
There is a net decrease of $2,888 in this expenditure category due to expected rental cost.

Intrafund Transfers
There is a net increase of $525,198 in this expenditure category due to expected rent payments and higher project reimbursement.

Contingencies/Departmental Reserves
There is a net increase of $135,950 in this expenditure category due to an increase in Departmental Reserves. The balance in General Fund Reserve represents 25 percent of Net Appropriations, which exceeds the County's two percent Reserve policy.

NET COUNTY COST

Real Property is a zero Net County Cost department.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources increased/decreased by $62,257 from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Use of Money and Property
There is a net increase of $15,107 in this funding source due to projected reimbursement.

Interfund Revenue
There is a net increase of $97,150 in this funding source due to projected reimbursement.

Miscellaneous Revenue
There is a net decrease of $50,000 in this funding source due to reclassification to Intrafund Transfers.

TOTAL REQUIREMENTS

Total Requirements increased by $62,257 from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $2,727 in this expenditure category due to expected salary and benefit increases.

Services and Supplies
There is a net decrease of $175,000 in this expenditure category due to expected costs for contract services.

Other Charges
There is a net increase of $632,862 in this expenditure category due to expected rent cost.

Other Financing Uses
There is a net increase of $85 in this expenditure category due to expected rent cost.

Intrafund Transfers
There is a net increase of $398,417 in this expenditure category due to project and rent reimbursement.

Contingencies/Departmental Reserves

There is a no change in this expenditure category. The balance in General Fund Reserve represents 25 percent of Net Appropriations, which exceeds the County's two percent Reserve policy.

NET COUNTY COST

Real Property is a zero Net County Cost department.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Real Property Services (1220B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	4,232,596	4,546,320	4,687,710	4,809,095	121,385	4,871,352	62,257
Total Requirements	4,232,596	4,546,320	4,687,710	4,809,095	121,385	4,871,352	62,257
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	4.0	5.0	5.0	6.0	1.0	6.0	—
Funded FTE	4.0	5.0	5.0	6.0	1.0	6.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 22-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($180,914). Net funding adjustments in FY 2022-23 total $958,876.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(837,777)	(896,905)
Gross Appropriations	329,719	460,388
Intrafund Transfers	(525,198)	(398,417)
Contingencies/Dept Reserves	(823,212)	—
Net County Cost	(180,914)	958,876
Positions	—	—

2. Real Property Agent I: To better align with operational needs one Fiscal Office Specialist is deleted and one Real Property Agent I is added in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	12,018	—
Intrafund Transfers	—	—
Net County Cost	12,018	—
Positions	—	—

3. Real Property Agent II: In order to meet increased workload demands, a Real Property Agent II is added in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	168,896	286
Intrafund Transfers	—	—
Net County Cost	168,896	286
Positions	1	—

4. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to the Year-End Fund Balance

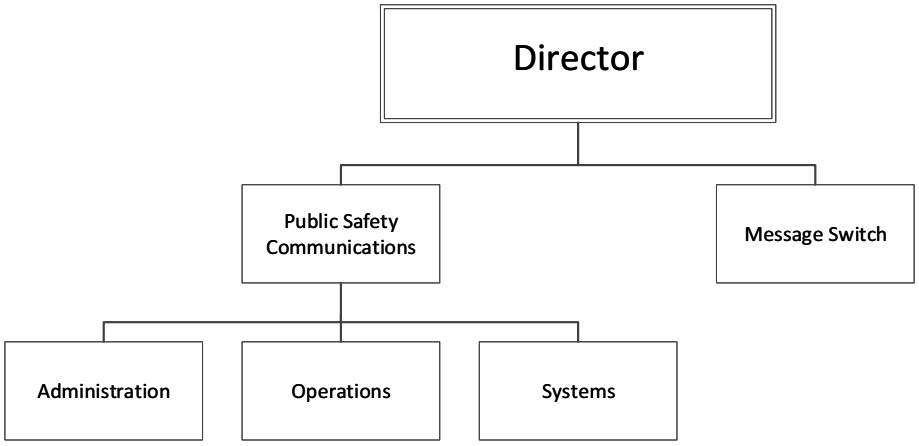
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	959,162	959,162
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	959,162	—
Net County Cost	—	(959,162)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	121,385	62,257
Gross Appropriations	510,633	460,674
Intrafund Transfers	(525,198)	(398,417)
Contingencies/Dept Reserves	135,950	—
Net County Cost	—	—
Positions	1	—

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OFFICE OF PUBLIC SAFETY COMMUNICATIONS



Department Locator

County > Community Services > **Public Safety Communications**

Mission Statement

Public Safety Communications touches thousands of lives daily. We strive to be responsive by making each encounter a positive experience and treat every individual with empathy, respect, and professionalism. We are dedicated to life safety, partnerships, customer service, and pride ourselves on excellence through teamwork.

Overview

As a consolidated communications center, the San Mateo County Office of Public Safety Communications (PSC) provides excellent Police, Fire, and Medical Emergency dispatch and communications services by responding quickly and decisively to achieve safety and quality of life for those who we serve.

Significant challenges for FY 2021-23 include:

- Hiring, training, and retaining high-quality Dispatchers and Calltakers in a field that is chronically short-staffed
- Promoting mental health and well-being
- Maximizing the capabilities of the new Computer-Aided Dispatch (CAD) system

PSC's performance may be impacted by these challenges in FY 2021-23:

- As residents resume normal schedules and activities after the pandemic, 9-1-1 call volumes will likely return to previous levels, due to more cars on the road, more people in groups, etc.
- In order increase the number of trained Calltakers and Dispatchers, existing staff will be required to train new hires, resulting in fewer staff available to answer and dispatch calls.

Department Innovations

- PSC implemented Guardian Tracking system in FY 2019-21 to track feedback and focus on positive recognition for staff.
- In FY 2021-23, PSC anticipates implementing a program to promote dispatching and call-taking as a career via social media and outreach to underserved communities in the county.

Performance Measures

Language Line Translation Service Transfers

This measure shows the wide variety of languages required to serve the County of San Mateo during emergencies and the efficiency with which our 911 telecommunicators connect non-English speaking callers to the help they need through the States language line system. County 911 transfers over 4,000 calls per year for some 30 different languages spoken, reflecting the wide diversity of our County.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Calls Successfully Transferred to Language Line Translation Services by 911 Dispatchers and Call Takers	99%	99%	96%	99%	99%

Calls Answered within Ten Seconds

This measure is significant because it illustrates the effort and efficiency of 9-1-1 telecommunicators through the speed with which they can answer emergency calls as per industry standards. In 2020, 9-1-1 dispatchers and call takers fielded 496,924 calls.

Performance Measures

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Calls Answered within Ten Seconds	91%	93%	93%	95%	95%

Faces of 911 Campaign Recruitment

This measure will show whether a new social media campaign (to begin Spring, 2021) aimed at promoting equity in PSCs recruiting efforts, hiring and retention has been successful.

It is hoped that, ultimately, there will be greater numbers of 911 Dispatcher and Call Taker candidates from currently underrepresented groups, adding to the diversity that already exists on the communications floor.

The source of this data will come from the job applications received and persons hired from PSCs recruitments, as well as survey data from a short hiring survey. Comparison data will come from the Census for San Mateo County.

New Measure: Prior year data is not available.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Recruitments Tied to Faces of 911 Campaign	-	-	-	1	2

Incidents dispatched within established timeframes

This measure shows the percentage of police, fire and emergency medical calls processed within established timeframes of 60 seconds for fire and emergency medical incidents and 90 seconds for police incidents. This data is significant because it shows the speed with which 911 Call Takers and Dispatchers can process calls and get help to the people who need it, Countywide. During the initial stages of the pandemic, we modified our dispatch policy to hold medical calls for dispatch until after EMD was completed. This would have dramatically impacted all three disciplines on any EMS response, thus the drop in performance in FY 2019-20.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of incidents dispatched within established timeframes	74%	61%	70%	75%	80%

Public Safety Communications (1240B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	2,986,715	5,624,960	2,688,515	2,688,515	–	2,688,515	–
Charges for Services	7,538,236	7,125,963	7,707,715	7,938,691	230,976	8,176,591	237,900
Interfund Revenue	–	8,127	–	–	–	–	–
Miscellaneous Revenue	91,956	87,403	100,000	107,500	7,500	107,500	–
Total Revenue	**10,616,907**	**12,846,454**	**10,496,230**	**10,734,706**	**238,476**	**10,972,606**	**237,900**
Fund Balance	2,623,057	514,088	4,544,531	3,264,528	(1,280,003)	1,047,068	(2,217,460)
Total Sources	**13,239,964**	**13,360,542**	**15,040,761**	**13,999,234**	**(1,041,527)**	**12,019,674**	**(1,979,560)**
Salaries and Benefits	12,505,443	13,514,084	14,611,623	15,036,543	424,920	15,177,521	140,978
Services and Supplies	1,973,358	2,319,699	4,380,769	3,951,371	(429,398)	2,057,756	(1,893,615)
Other Charges	624,953	784,376	1,082,350	1,189,002	106,652	1,186,103	(2,899)
Fixed Assets	640,279	–	575,000	–	(575,000)	–	–
Other Financing Uses	46,555	56,167	72,383	52,162	(20,221)	53,188	1,026
Gross Appropriations	**15,790,588**	**16,674,326**	**20,722,125**	**20,229,078**	**(493,047)**	**18,474,568**	**(1,754,510)**
Intrafund Transfers	(118,153)	(325,812)	(350,000)	(350,000)	–	(350,000)	–
Net Appropriations	**15,672,435**	**16,348,514**	**20,372,125**	**19,879,078**	**(493,047)**	**18,124,568**	**(1,754,510)**
Contingencies/Dept Reserves	517,792	1,047,068	1,047,068	1,047,068	–	1,047,068	–
Total Requirements	**16,190,227**	**17,395,582**	**21,419,193**	**20,926,146**	**(493,047)**	**19,171,636**	**(1,754,510)**
Net County Cost	**2,950,263**	**4,035,040**	**6,378,432**	**6,926,912**	**548,480**	**7,151,962**	**225,050**
Salary Resolution	74.0	75.0	75.0	78.0	3.0	78.0	–
Funded FTE	74.0	75.0	75.0	78.0	3.0	78.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $1,041,527 or six percent from the FY 2020-21 Revised to the FY 2021-22 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 $230,976 in this funding source due to anticipated service agreement increases for dispatch services and Message Switch services to cities and other agencies.

Interfund Revenue
There is no change in this funding source.

Miscellaneous Revenue
There is a net increase of $7,500 in this funding source due to anticipated receipts from providing after hours callout services to other departments.

Fund Balance
There is a net decrease of $1,280,003 in this funding source due to expenditures on one-time projects, to include the new Computer Aided Dispatch (CAD) system.

TOTAL REQUIREMENTS

Total Requirements decreased by $493,047 or two percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $424,920 in this expenditure category primarily due to the addition of new positions.

Services andSupplies
There is a net decrease of $429,398 in this expenditure category due to elimination of one-time projects and purchases in FY 2020-21. The balance of the changes are adjustments to meet projected costs.

OtherCharges
There is a net increase of $106,652 in this expenditure category due to service charge increases.

Fixed Assets
There is a net decrease of $575,000 due to the removal of one-time purchases from FY 2020-21.

Other Financing Uses
There is a net decrease of $20,221 in this expenditure category due to reductions to debt service charges as a result of the move to the Regional Operations Center.

Intrafund Transfers
There is no change in this expenditure category.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in General Fund Reserves represents five percent of Net Appropriations. There are no changes to Non-General Fund Reserves.

NET COUNTY COST
There is an increase of $548,480 or eight percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $1,979,560 or 14 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary 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 $237,900 in this funding source due to anticipated increases to contract services.

Interfund Revenue
There is no change in this funding source.

Miscellaneous Revenue
There is no change in this funding source.

Fund Balance
There is a net decrease of $2,217,460 in this funding source due to expenditures on one-time projects, to include the new Computer Aided Dispatch system.

TOTAL REQUIREMENTS
Total Requirements decreased by $1,754,510 or six percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $140,978 in this expenditure category due to anticipated Salary and Benefits increases.

Services and Supplies
There is a net decrease of $1,893,615 in this expenditure category due to reductions to one-time purchases and project expense in the new CAD project. The balance of the changes are adjustments to meet budget targets.

Other Charges
There is a net decrease of $2,899 in this expenditure category due to anticipated decrease to service charges.

Fixed Assets
There is no change in this expenditure category.

Other Financing Uses
There is a net increase of $1,026 in this expenditure category due to increase in the rent surcharge.

Intrafund Transfers

There is no change in this expenditure category.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents five percent of Net Appropriations. There are no changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of $225,050 or three percent in this Department's General Fund allocation.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Public Safety Communications (1240B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	13,239,964	13,360,542	15,040,761	13,999,234	(1,041,527)	12,019,674	(1,979,560)
Total Requirements	16,190,227	17,395,582	21,419,193	20,926,146	(493,047)	19,171,636	(1,754,510)
Net County Cost	2,950,263	4,035,040	6,378,432	6,926,912	548,480	7,151,962	225,050
Salary Resolution	74.0	75.0	75.0	78.0	3.0	78.0	–
Funded FTE	74.0	75.0	75.0	78.0	3.0	78.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $1,270,801. Net funding adjustments in FY 2022-23 total $1,175,743.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(4,306,055)	(3,026,628)
Gross Appropriations	(3,035,254)	(1,850,885)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Net County Cost	1,270,801	1,175,743
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	3,264,528	1,047,068
Gross Appropriations	2,217,460	–
Intrafund Transfers	–	–
Net County Cost	(1,047,068)	(1,047,068)
Positions	–	–

3. Administrative Assistant II: To provide Training and Quality Assurance to support accelerated hiring and training, one Administrative Assistant II is added in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	143,051	286
Intrafund Transfers	–	–
Net County Cost	143,051	286
Positions	1	–

4. Office Specialist : In order to better align department needs in Administration, one Office Specialist is added in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	104,490	286
Intrafund Transfers	–	–
Net County Cost	104,490	286
Positions	1	–

5. Office Assistant II: To better align operational needs in the Systems Management unit, one Office Assistant II is added to support the new CAD system with data entry and changes FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	96,439	286
Intrafund Transfers	—	—
Net County Cost	96,439	286
Positions	1	—

6. Office Assistant II Extra Help Removal: To address the added full-time Office Assistant II, extra help funding currently associated with this role is removed in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(65,973)	—
Intrafund Transfers	—	—
Net County Cost	(65,973)	—
Positions	—	—

7. Office Specialist Extra Help Removal: To address the added full-time Office Specialist, extra help funding currently associated with this role is removed in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(72,190)	—
Intrafund Transfers	—	—
Net County Cost	(72,190)	—
Positions	—	—

8. Ongoing CAD Expense: To address new, ongoing costs associated with Computer-Aided Dispatch system operations and maintenance, funds are appropriated in FY 2021-22 and FY 2022-23.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	118,930	95,517
Intrafund Transfers	–	–
Net County Cost	118,930	95,517
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(1,041,527)	(1,979,560)
Gross Appropriations	(493,047)	(1,754,510)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Net County Cost	548,480	225,050
Positions	3	–

Message Switch (1940B)

Mission Statement

The San Mateo County Message Switch System (MSS) serves 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.

Overview

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 three primary areas: 1) the elimination, to the extent possible, of any single points of failure in the MSS design; 2) use of automated monitoring software to notify MSS support staff of any changes in MSS performance or availability; and 3) use of security to prevent unauthorized access to the MSS.

Performance Measures

Unplanned outages

The agencies that utilize the Message Switch rely on a highly available, reliable network. This measure shows the extent to which unplanned outages have been prevented.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of unplanned outages	0	0	0	0	0

Message Switch (1940B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	486,738	481,796	470,034	489,640	19,606	489,640	–
Interfund Revenue	2,174	927	501	525	24	525	–
Total Revenue	**488,912**	**482,723**	**470,535**	**490,165**	**19,630**	**490,165**	**–**
Fund Balance	943,350	961,231	1,055,550	1,055,550	–	1,050,405	(5,145)
Total Sources	**1,432,262**	**1,443,954**	**1,526,085**	**1,545,715**	**19,630**	**1,540,570**	**(5,145)**
Services and Supplies	489,172	395,224	494,888	500,005	5,117	500,005	–
Other Charges	177,583	195,287	201,886	211,931	10,045	211,931	–
Reclassification of Expenses	–	–	–	–	–	–	–
Fixed Assets	–	–	50,000	–	(50,000)	–	–
Gross Appropriations	**666,755**	**590,511**	**746,774**	**711,936**	**(34,838)**	**711,936**	**–**
Intrafund Transfers	(195,724)	(202,107)	(214,297)	(194,668)	19,629	(194,668)	–
Net Appropriations	**471,031**	**388,404**	**532,477**	**517,268**	**(15,209)**	**517,268**	**–**
Contingencies/Dept Reserves	961,231	1,055,550	1,050,405	1,028,447	(21,958)	1,023,302	(5,145)
Total Requirements	**1,432,262**	**1,443,954**	**1,582,882**	**1,545,715**	**(37,167)**	**1,540,570**	**(5,145)**
Net County Cost	**–**	**–**	**56,797**	**–**	**(56,797)**	**–**	**–**

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $19,630 or one percent, from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Charges for Services
There is a net increase of $19,606 in this funding source due to minor changes in service use patterns.

Interfund Revenue
There is a net increase of $24 in this funding source due to minor changes in service use patterns.

Fund Balance
There is no change in this funding source.

TOTAL REQUIREMENTS

Total Requirements decreased by $37,167 or five percent, from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Services and Supplies
There is a net increase of $5,117 in this expenditure category due to a slight increase in overall operating costs.

Other Charges
There is a net increase of $10,045 in this expenditure category due to a slight increase in overall operating costs.

Fixed Assets
There is a net decrease of $50,000 due to the removal of one-time purchases from FY 2020-21.

Intrafund Transfers
There is a net decrease of $19,620 in this expenditure category due to a minor decrease in the cost of services provided to Message Switch by peer department personnel.

Contingencies/Departmental Reserves
There is net decrease of $21,958 in this expenditure category due to balancing to zero Net County Cost. The balance in General Fund Reserves represents two hundred percent of Net Appropriations. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST

There is no change to this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources decreased by $5,145 or zero percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Charges for Services
There is no change in this funding source.

Interfund Revenue
There is no change in this funding source.

Fund Balance
There is a net decrease of $5,145 in this funding source due one-time expenditures budgeted for in FY 2021-22.

TOTAL REQUIREMENTS
Total Requirements decreased by $5,145 or zero percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Services and Supplies
There is no change in this expenditure category.

Other Charges
There is no change in this expenditure category.

Fixed Assets
There is no change in this expenditure category.

Contingencies/Departmental Reserves
There is net decrease of $5,145 in this expenditure category due to balancing to zero Net County Cost. The balance in General Fund Reserves represents 150 percent of Net Appropriations. There are no major changes to Non-General Fund Reserves.

NET COUNTY COST
There is no change to the General Fund allocation.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Message Switch (1940B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,432,262	1,443,954	1,526,085	1,545,715	19,630	1,540,570	(5,145)
Total Requirements	1,432,262	1,443,954	1,582,882	1,545,715	(37,167)	1,540,570	(5,145)
Net County Cost	(0)	–	56,797	–	(56,797)	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $998,753. Net funding adjustments in FY 2022-23 total $1,050,405.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,035,920)	(1,055,550)
Gross Appropriations	(34,838)	–
Intrafund Transfers	19,629	–
Contingencies/Dept Reserves	(21,958)	(5,145)
Net County Cost	998,753	1,050,405
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

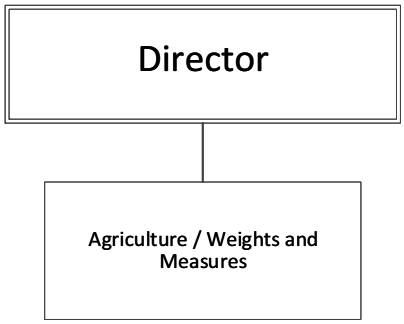
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,055,550	1,050,405
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Net County Cost	(1,055,550)	(1,050,405)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	19,630	(5,145)
Gross Appropriations	(34,838)	—
Intrafund Transfers	19,629	—
Contingencies/Dept Reserves	(21,958)	(5,145)
Net County Cost	(56,797)	—
Positions	—	—

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AGRICULTURE / WEIGHTS AND MEASURES



Department Locator

County > Community Services > **Agricultural Commissioner/Sealer**

Mission Statement

Agriculture/Weights and Measures protects agricultural and environmental resources, ensures the safe use of pesticides, provides consumer protection, and ensures equity in the marketplace.

Overview

Agriculture/Weights and Measure provides the following core services:

- Inspect and ensure agricultural commodities entering the county are free from invasive pests
- Monitor the county for invasive pests through insect pest detection trapping and nursery inspections
- Enforce pesticide regulations to ensure pesticides are used in accordance with state and federal laws
- Ensure weights and measures devices such as gas pumps, scanners, and scales are accurate and correct
- Safeguard the commerce of agricultural commodities produced in San Mateo County through quarantine compliance monitoring and phytosanitary certification

In FY 2019-21, the Department achieved the following major accomplishments:

- Coordinated access for growers during the CZU Lightning Complex fire and assisted with mask distribution for growers and field workers
- Coordinated mask distribution and vaccination events for the agricultural community in response to the COVID-19 pandemic
- Secured additional State funding for management and eradication of regulated weeds

Challenges, Initiatives, and Trends for FY 2021-23 include:

- Continuing coordination of County and State cannabis and hemp regulation
- Continuing and implementing weed control projects to manage Jubata grass and other invasive weeds in San Mateo County
- Continuing to facilitate and host the Weed Management Area group
- Training and licensing additional staff in Weights and Measures devices and point of sale system inspections
- Developing and revising training curriculum for new Biologist/Standards Specialists hired to replace recently retired staff to facilitate integration into Department work activities and to acquire state professional licenses
- Preparing and developing responses to emerging pest threats, including the Spotted Lanternfly, a serious quarantine pest spreading from the Eastern United States
- Enhancing Department website with virtual training materials for growers and fieldworkers and offering forms and website content in other languages
- Supporting new growers to ensure compliance with state and federal pesticide safety and worker safety regulations

Program Results

Pest Prevention inspections are performed at the San Francisco International Airport, 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 4,829 insect traps throughout the County that are serviced 55,268 times each year. At our county's entry points for high-risk agricultural commodities, County inspectors intercepted a total of 70 potentially invasive pests.

The Pesticide Regulatory program focuses on applicator and fieldworker safety, environmental protection, endangered species protection, and monitoring of pesticide applications at sensitive sites. Oversight is provided for the agricultural industry, pest control businesses, and the public. Staff conducted outreach to growers, fieldworkers, landscape and pest control businesses, and municipal employees to provide information and guidance concerning pesticide use safety, Pesticide Use Near Schools regulations, and pesticide applicator licensing requirements, including continuing education events. Staff also developed fieldworker training video in English and Spanish to replace in-person training workshops.

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. 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 2020-21, 12 consumer complaints were investigated and resolved. The Program will maintain its current performance levels in FY 2021-22 and 2022-23.

Department Innovations

- Initiated a pilot program for loaning electronic devices to growers for remote pesticide safety training of at-risk English- and Spanish-speaking fieldworkers
- Launched an online payment solution for businesses to pay device registrations fees
- Leveraged new technology (ELISA Enzyme-linked Assay kits, polyclonal immunostrips) for rapid field detection of Phytophthora plant diseases and Tomato Brown Rugose Fruit Virus
- Implemented new software (CalCATS) for timesheet reporting and activity tracking for Agricultural and Weights & Measures inspections

Performance Measures

Fieldworker Inspections Completed in Preferred Language

Field Worker Safety (FWS) Inspections are performed to ensure that employers of agriculture workers in treated fields are protecting their workers by properly training workers, providing required notifications and information regarding pesticide exposure, assuring that workers have appropriate protective equipment, and providing adequate means of decontamination. Employers must also manage their workers and fields in a manner that prevents exposure to pesticide residues and drift. FWS inspections are conducted through field interviews with workers and managers to determine if adequate communication has been established and maintained.

Field worker safety is a top priority for the Department and offering inspections in languages most commonly spoken by field workers ensures that they have a clear understanding of the health and safety laws concerning their exposure to pesticides. The Department has an obligation, per the workplan submitted to the California Department of Pesticide Regulations, to complete 30 FSWs per year with a minimum of 6 inspections conducted in Spanish. According to a 2019 U.S. Census survey, an estimated 17 percent of San Mateo County residents report to speak Spanish at home, with approximately 42 percent of households reporting to speak English less than very well. Given the Departments experience in supporting the agricultural industry in San Mateo County, the Department is certain that the number of individuals who list Spanish or a language other than English as their primary language is significantly higher among the field worker community.

To begin the important work of collecting data that focuses on the agricultural community, the Department has mailed out surveys to growers in San Mateo County to collect data on the field worker community, including languages spoken. Data collected will be analyzed by the Department to develop actionable measures during the budget cycle of FY 2021-23 to improve the quality and effectiveness of FSW inspections by offering interviews in other languages.

Performance Measures

Performance Measure	FY 2018-19Actual	FY 2019-20Actual	FY 2020-21Estimate	FY 2021-22Target	FY 2022-23Target
Number of Fieldworker Inspections Completed	--	--	--	30	30
Number of Fieldworker Inspections Completed in Preferred Language	--	--	--	6	6
Percentage of Fieldworker Inspections Completed in Preferred Language	--	--	--	20%	20%
New measure: Data will begin to be collected in FY 21-22.					

Percent of Weighing and Measuring Devices in Compliance with Regulations

The Department conducts inspections at businesses across the county to verify that commercial weighing and measuring devices used to sell to the public are accurate and correct. The two main objectives of Weights and Measures Program is to protect the consumer by ensuring equity in the marketplace and fair business competition.

Consumer protection programs managed by the Department affect every member of our society in ways such as ensuring retail stores are charging correct prices for items and verifying scales, meters, or other devices are accurate when products are sold by weight or count. Unfair marketplace practices, such as overcharging for commodities that are sold by weight and meters or scales that are out of tolerance, have the potential to impact disadvantaged communities, particularly low income individuals and families that are struggling to keep up with their bills, pay for essential health care and housing needs, and to secure food for their households.

The Department is determined and committed to reducing violations in disadvantaged communities through targeted initiatives that are based on compliance patterns by city, identifying repeat non-compliance businesses to increase outreach and education, and working with the community and businesses to eliminate barriers for compliance.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Commercial Weighing and Measuring Devices in Compliance with State Regulations	92%	94%	90%	90%	90%

Percent of Department Website Material Available in Other Languages

Access to information pertaining to the programs that are managed within the Department of Agriculture/Weights& Measure is critical in promoting and maintaining compliance of local, state, and federal laws and regulations. Identifying the need to offer services in different languages, the Department has taken important strides towards increasing capacity for bilingual services by hiring staff that speak languages other than English. Increasing capacity to assist clients that speak other languages, particularly Spanish, has improved the Departments relationships with the industries and communities served. One key area of interest is to improve communication with disadvantaged farmers and pest control businesses operated by owners with limited English proficiency, which have historically faced many challenges with accessing program information and other resources in their preferred language.

According to a 2020 CDFA Report to the California Legislature of the Farmer Equity Act, Spanish is the most common spoken language among farmers and ranchers in California after English." In San Mateo County, approximately 17 percent of all residents speak Spanish. However, most training materials, resources covering State and Federal regulations, and other outreach materials are only available in English. To increase access to resources for the industries that we serve, the Department will enhance the team website with resources and information in other languages, with a primary focus on translating materials in Spanish within the next two fiscal years.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percentage of Material Available in Language other than English	--	--	--	50%	95%
New measure: Data will begin to be collected in FY 21-22.					

Performance Measures

Percent of Shipments Inspected at San Francisco International Airport with Actionable Pests

In accordance with State law, the Department performs pest prevention inspections at the San Francisco International Airport (SFO) where live plants, fresh produce, and other agricultural products present a high risk of introducing invasive species. Invasive species have few natural enemies to prevent damaging population growth, and are often extremely harmful to crops, human health, and the local environment.

San Mateo County is in a unique position to protect Californias agricultural industry through inspection of high-risk entry points like SFO. Thousands of agricultural shipments are inspected by the Department at SFO annually, and significant numbers of invasive species that could have a devastating impact on agricultural workers and the economy statewide are regularly found. In the 2019-2020 fiscal year, county biologists inspected 2,943 packages at SFO, intercepting 38 shipments infested with pests. This is a 1.28 percent find rate.

Agricultural workers are often the first to feel an economic crisis brought about by outbreaks of invasive species. Entire industries have been decimated by invasive species outbreaks. In the 1920s, for example, Temecula County's thriving wine grape industry was devastated by Pierces disease, which is spread by the invasive Glassy-Winged Sharpshooter. Workers of color represent 72 percent of the Agriculture, Forestry, and Fishing workforce in the bay area. Through the pest prevention program, the Departments primary focus is to protect the agricultural industry and preserve the front-line workers, most of whom are people of color, who fuel the economy and the County's food supply.

Source: Center for Economic and Policy Research Analysis of American Community Survey, 2014-2018 5-Year Estimateshttps://bayareaequityatlas.org/essential-workers

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of SFO Shipments Inspected with Actionable Pests	1%	1.28%	1%	1%	1%

Agricultural Commissioner/Sealer (1260B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	–	–	153,633	153,633	–	153,633	–
Licenses, Permits and Franchises	645,112	569,815	737,900	737,900	–	737,900	–
Fines, Forfeitures and Penalties	17,313	13,500	–	–	–	–	–
Intergovernmental Revenues	3,205,558	3,549,746	3,446,896	3,446,896	–	3,446,896	–
Charges for Services	88,662	79,548	122,200	122,200	–	122,200	–
Interfund Revenue	831	855	831	831	–	831	–
Miscellaneous Revenue	415	307	–	–	–	–	–
Total Revenue	**3,957,891**	**4,213,771**	**4,461,460**	**4,461,460**	**–**	**4,461,460**	**–**
Fund Balance	643,010	494,574	934,150	699,977	(234,173)	512,247	(187,730)
Total Sources	**4,600,901**	**4,708,345**	**5,395,610**	**5,161,437**	**(234,173)**	**4,973,707**	**(187,730)**
Salaries and Benefits	4,463,544	4,899,692	5,873,497	6,180,454	306,957	6,223,379	42,925
Services and Supplies	595,563	710,683	1,081,339	820,330	(261,009)	648,452	(171,878)
Other Charges	1,336,600	576,294	644,205	645,649	1,444	655,695	10,046
Other Financing Uses	3,801	3,942	8,865	8,865	–	8,865	–
Gross Appropriations	**6,399,509**	**6,190,609**	**7,607,906**	**7,655,298**	**47,392**	**7,536,391**	**(118,907)**
Intrafund Transfers							
Net Appropriations	**6,399,509**	**6,190,609**	**7,607,906**	**7,655,298**	**47,392**	**7,536,391**	**(118,907)**
Contingencies/Dept Reserves	355,511	355,511	512,247	512,247	–	512,247	–
Non-General Fund Reserves	–	–	–	–	–	–	–
Total Requirements	**6,755,020**	**6,546,120**	**8,120,153**	**8,167,545**	**47,392**	**8,048,638**	**(118,907)**
Net County Cost	**2,154,119**	**1,837,775**	**2,724,543**	**3,006,108**	**281,565**	**3,074,931**	**68,823**
Salary Resolution	30.0	30.0	30.0	30.0	–	30.0	–
Funded FTE	30.0	30.0	29.4	30.0	0.6	30.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $234,173 or 4.3 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes
There is no change in this funding source.

Licenses, Permits and Franchises
There is no change in this funding source.

Intergovernmental Revenues
There is no change in this funding source.

Charges for Services
There is no change in this funding source.

Interfund Revenue
There is no change in this funding source.

Fund Balance
There is a net decrease of $234,173 in this funding source due to decreases in the year-end Fund Balance projections for FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements increased by $47,392 or 0.6 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $306,957 in this expenditure category due to the inclusion of merit increases and promotions for flexibly staffed positions.

Services and Supplies
There is a net decrease of $261,009 in this expenditure category due to a reduction of contingency funds for weed control projects and eliminating one-time projects to meet budget targets.

Other Charges
There is a net increase of $1,444 in this expenditure category due to increases to Automation Services, County Leased Facility Rental Charges, and minor increases to insurance premiums and other general service charges. This increase was partially offset by a decrease in County-Owned Facility Rental Charges and lower projected motor vehicle usage charges.

Other Financing Uses
There is no change in this expenditure category.

Contingencies/Departmental Reserves
The balance in General Fund Reserves represents 6.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy. There are no changes to Non-General Fund Reserves.

NET COUNTY COST
There is an increase of $281,565 or 10.3 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $187,730 or 4.3 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is no change in this funding source.

Licenses, Permits and Franchises
There is no change in this funding source.

Intergovernmental Revenues
There is no change in this funding source.

Charges for Services
There is no change in this funding source.

Interfund Revenue
There is no change in this funding source.

Fund Balance
There is a net decrease of $187,730 in this funding source due to Fund Balance adjustments for one-time projects and purchases in FY 2021-22 being eliminated.

TOTAL REQUIREMENTS
Total Requirements decreased by $118,907 or 1.5 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $42,925 in this expenditure category due to the inclusion of merit increases and promotions for flexibly staffed positions.

Services and Supplies
There is a net decrease of $171,878 in this expenditure category due to reductions of fund balance appropriations in various expenditure accounts.

Other Charges
There is a net increase of $10,046 in this expenditure category due to increases in Department facility and leased facilities rental charges, information services, and other internal service charges.

Other Financing Uses
There is no change in this expenditure category.

Contingencies/Departmental Reserves

The balance in General Fund Reserves represents 6.8 percent of Net Appropriations, which exceeds the County two percent Reserves policy. There are no changes to Non-General Fund Reserves.

NET COUNTY COST

There is an increase of $68,823 or 2.3 percent in this Department's General Fund allocation.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Agricultural Commissioner/Sealer (1260B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	4,600,901	4,708,345	5,395,610	5,161,437	(234,173)	4,973,707	(187,730)
Total Requirements	6,755,020	6,546,120	8,120,153	8,167,545	47,392	8,048,638	(118,907)
Net County Cost	2,154,119	1,837,775	2,724,543	3,006,108	281,565	3,074,931	68,823
Salary Resolution	30.0	30.0	30.0	30.0	–	30.0	–
Funded FTE	30.0	30.0	29.4	30.0	0.6	30.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $1,215,715. Net funding adjustments in FY 2022-23 total $768,800.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(934,150)	(699,977)
Gross Appropriations	281,565	68,823
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	1,215,715	768,800
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	699,977	512,247
Gross Appropriations	(234,173)	(175,100)
Intrafund Transfers	–	–
Net County Cost	(934,150)	(687,347)
Positions	–	–

3. Position Adjustment: One Fiscal Office Specialist position is deleted and one Administrative Assistant I position is added to help support an increase in administrative functions. The increase is funded with existing appropriations within the Department's Net County Cost allocation.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	(12,630)
Intrafund Transfers	–	–
Net County Cost	–	(12,630)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(234,173)	(187,730)
Gross Appropriations	47,392	(118,907)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	–	–
Net County Cost	281,565	68,823
Positions	–	–

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Structural Fire (3550B)

Department 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.

Over the last three years, property tax revenues for Fire Protection Services have increased by an average of five percent; however, the impacts of the COVID-19 pandemic resulted in a three percent growth in FY 2019-20. These tax revenues remain below what is needed to fund fire services in the unincorporated areas of the county. To make up this shortfall, the Budget Unit received a 2.7 percent allocation from the Public Safety Half-Cent Sales Tax (Proposition 172). In FY 2019-20, this allocation was approximately $2.3 million.

Performance Measures

Number of Fire Related Deaths and Injuries

This measure informs the Department on trends or fire risk based on communities throughout the unincorporated portions of the county serviced by San Mateo County Fire Department. These communities include Loma Mar, Pescadero, Kings Mountain, La Honda, Palomar Park, Emerald Lake Hills, Burlingame Hills, Other Unincorporated North of Highway 92, and Other Unincorporated South of Highway 92. This information helps inform the Department if additional fire prevention or suppression resources might be needed in a specific community and to spot trends. The data is collected as a part of the Computer Aided Dispatch system and reported through the National Incident Fire Reporting System (NFIRS). For each of the communities served, County Fire estimates that there will be zero fire related deaths or injuries FY 2020-21.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Fire Related Deaths and Injuries	0	0	0	0	0

Percent of State-Mandated Fire Occupancy Inspections Completed Annually

The County Fire Marshals Office is responsible for conducting state-mandated fire inspections of a variety of occupancies across the unincorporated areas of the county served by the San Mateo County Fire Department. These communities include Loma Mar, Pescadero, Kings Mountain, La Honda, Palomar Park, Emerald Lake Hills, Burlingame Hills, Other Unincorporated North of Highway 92, and Other Unincorporated South of Highway 92. Inspections focus on compliance with fire and life safety regulations including Title 19 of the California Code of Regulations and the California Fire Code. Onsite inspections are conducted by Deputy Fire Marshals. The focus of these inspections is to determine that fire protection systems are properly maintained, tested, and certified, and that exit pathways are free from obstruction, properly marked, and illuminated. These inspections are required for occupancies that present a high hazard and must be completed annually. Disaggregating this measure by each community served by the San Mateo County Fire Department helps the Department ensure equitable distribution of inspection services throughout the county. It can also help identify communities where mandatory fire inspections are not in compliance. For each of the communities served, County Fire anticipates completing 100 percent of state-mandated fire occupancy inspections in FY 2020-21, with a target to complete 90 percent in FY 2021-22 and FY 2022-23.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of State-Mandated Fire Occupancy Inspections Completed Annually	100%	100%	100%	90%	90%

Performance Measures

Number of State-Mandated Fire Occupancy Inspections Requiring Re-Inspection

The County Fire Marshals Office is responsible for conducting fire inspections, and re-inspections, for a variety of occupancy types. Inspections focus on compliance with fire and life safety regulations including Title 19 of the California Code of Regulations and the California Fire Code. Onsite inspections are conducted by Deputy Fire Marshals. The focus of these inspections is to determine that fire protection systems are properly maintained, tested, and certified, and that exit pathways are free from obstruction, properly marked, and illuminated. These inspections are required for occupancies that present a high hazard and must be completed annually. This measure helps to inform the Department on trends, based on community, related to occupancies that require additional follow-up fire re-inspection. These communities include Loma Mar, Pescadero, Kings Mountain, La Honda, Palomar Park, Emerald Lake Hills, Burlingame Hills, Other Unincorporated North of Highway 92, and Other Unincorporated South of Highway 92. For each of the communities served, County Fire anticipates that 10% of state-mandated fire occupancy inspections will require re-inspection in FY 2020-21.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of State-Mandated Fire Occupancy Inspections Requiring Re-Inspection	--	--	10%	10%	10%

New Measure: Prior year data is not available.

Structural Fire (3550B)
Structural Fire Protection Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	7,628,798	7,883,604	8,395,948	8,641,725	245,777	8,965,040	323,315
Use of Money and Property	317,717	298,903	122,483	122,483	—	122,483	—
Intergovernmental Revenues	2,127,224	2,398,979	2,399,673	2,395,825	(3,848)	2,442,900	47,075
Charges for Services	283,769	219,944	260,500	260,500	—	260,500	—
Miscellaneous Revenue	42,878	361,769	366,338	433,589	67,251	444,613	11,024
Other Financing Sources	—	—	253,289	253,289	—	253,289	—
Total Revenue	**10,400,386**	**11,163,198**	**11,798,231**	**12,107,411**	**309,180**	**12,488,825**	**381,414**
Fund Balance	9,398,269	10,620,060	10,193,064	9,655,489	(537,575)	5,504,541	(4,150,948)
Total Sources	**19,798,655**	**21,783,258**	**21,991,295**	**21,762,900**	**(228,395)**	**17,993,366**	**(3,769,534)**
Services and Supplies	—	—	—	—	—	—	—
Other Charges	—	32	26	26	—	31	5
Other Financing Uses	9,178,595	11,590,162	15,368,794	16,258,333	889,539	16,908,024	649,691
Gross Appropriations	**9,178,595**	**11,590,194**	**15,368,820**	**16,258,359**	**889,539**	**16,908,055**	**649,696**
Intrafund Transfers							
Net Appropriations	**9,178,595**	**11,590,194**	**15,368,820**	**16,258,359**	**889,539**	**16,908,055**	**649,696**
Contingencies/Dept Reserves	—	—	—	—	—	—	—
Non-General Fund Reserves	10,620,059	10,193,064	6,622,475	5,504,541	(1,117,934)	1,085,311	(4,419,230)
Total Requirements	**19,798,654**	**21,783,258**	**21,991,295**	**21,762,900**	**(228,395)**	**17,993,366**	**(3,769,534)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Structural Fire (3550B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	19,798,655	21,783,258	21,991,295	21,762,900	(228,395)	17,993,366	(3,769,534)
Total Requirements	19,798,654	21,783,258	21,991,295	21,762,900	(228,395)	17,993,366	(3,769,534)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: increases in internal service charges and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($309,180). Net funding adjustments in FY 2022-23 total ($826,726).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(9,883,884)	(9,274,075)
Gross Appropriations	(3,570,589)	(4,596,260)
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	–
Non-General Fund Reserves	(6,622,475)	(5,504,541)
Net County Cost	(309,180)	(826,726)
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	9,655,489	5,504,541
Gross Appropriations	4,460,128	5,245,956
Intrafund Transfers	–	–
Non-General Fund Reserves	5,504,541	1,085,311
Net County Cost	309,180	826,726
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(228,395)	(3,769,534)
Gross Appropriations	889,539	649,696
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	(1,117,934)	(4,419,230)
Net County Cost	—	—
Positions	—	—

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Fire Protection Services (3580B)

Department Locator

County > Community Services > **Fire Protection Services**

Budget Unit Description

San Mateo County Fire Department (County Fire) contracts with the California Department of Forestry and Fire Protection (CAL FIRE) to staff four County-owned fire stations in the unincorporated area and to oversee three volunteer companies. County Fire includes four fire stations that house four staffed fire engines (pumpers) and one staffed ladder truck. Each fire apparatus is staffed with at least three professional firefighters, one of whom is a licensed paramedic.

In addition to fire protection and emergency response, CAL FIRE staff provides fire marshal services through fire and life safety reviews of building plans, defensible space inspections, fire protection education, and fire investigation.

County Fire is a part of the countywide mutual aid program, which sends the closest engine to any event, regardless of the city in which the incident occurred. Annually, County Fire responds to over 2,000 calls for service from the four stations staffed by CAL FIRE.

The recent CZU Lightning Complex fire is indicative of the changing climate and increased danger associated with larger and more destructive fires. It is anticipated that these types of fires will continue to challenge the area for the foreseeable future. To address the increased danger, County Fire continues to prepare, mitigate, and respond every day to reduce the threat and quickly extinguish fires when they break out. To meet the challenge, County Fire is focusing on the following initiatives:

- Continued implementation of the Wildland Urban Interface (WUI) risk reduction program, which includes education/ information, fuel reduction, and WUI fire inspections
- Strategic fire fuel reduction initiatives and evacuation planning in partnership with San Mateo County Fire Safe Council and other local cooperators
- Continued implementation of the San Mateo County Fire Department 6-Year Operating Plan
- Increase in the number of publicly-available fire cameras on AlertWildfire.org
- Modernization of the County Fire Apparatus fleet, in accordance with the San Mateo County Fire Department Mobile Equipment Replacement Plan
- Deployment of a new cloud-based mobile data system to optimize fire apparatus responses, sending the closest, most appropriate resources based using an automated vehicle locator system
- Maintenance of current level of service through professional training, community outreach, fire prevention, and education

Performance Measures

Number of Fire Safety Documents Translated into a Second Language

The goal of fire prevention safety material is to educate, build awareness and ultimately reduce the number of damaging fires that occur. In responding to the needs of the community , this measure indicates the availability of Spanish language fire prevention resources to a broader and more inclusive swath of the population served by the San Mateo County Fire Department. This measure helps to ensure more equitable access to fire prevention material in the unincorporated parts of the county and therefore help to build greater fire prevention awareness across a more diversified population.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Fire Safety Documents Translated into a Second Language	--	--	10	10	10

Performance Measures

New Measure: Prior year data is not available.

Average Response Time Maintained for Rural-Based Fire Engine on Priority One Emergency Calls

This measure informs the Department on the time it takes for San Mateo County Fire Department firefighting crews in two rural parts of the county to arrive on scene of an emergency incident. The San Mateo County Fire Department aims to maintain an average response time of less than 12 minutes for rural-based fire engine on priority one emergency calls. This measure helps to inform the Department if there are significant differences across communities served when compared to each other. This measure also helps to inform the Department about the average amount of time it takes for a fire first response paramedic unit to arrive at the scene of a medical emergency. This data is collected as a part of the Computer Aided Dispatch (CAD) software.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Average Response Time Maintained for Rural-Based Fire Engine on Priority One Emergency Calls	11:39	10:19	11:40	11:40	11:40

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	Pescadero	Skylonda
Average Response Time Maintained for Rural-Based Fire Engine on Priority One Emergency Calls by area	11:40	12:00

Average Response Time Maintained for Urban-Based Fire Engine on Priority One Emergency Calls

This measure informs the Department on the time it takes for San Mateo County Fire Department firefighting crews in the more urban portion of the county to arrive on scene of an emergency incident. These locations include Palomar Park. The San Mateo County Fire Department aims to maintain an average response time of less than 7 minutes for urban-based fire engine on priority one emergency calls. This measure helps to inform the Department if there are significant differences when compared to other urban fire companies in the county . This measure also helps to inform the Department about the average amount of time it takes for a fire first response paramedic unit to arrive at the scene of a medical emergency. This data is collected as a part of the Computer Aided Dispatch (CAD) software.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Average Response Time Maintained for Urban-Based Fire Engine on Priority One Emergency Calls	6:02	5:17	4:48	7:00	7:00

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	Palomar Park
Average Response Time Maintained for Rural-Based Fire Engine on Priority One Emergency Calls by area	4:48

Fire Protection Services (3580B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	632,459	243,058	3,479,214	750,000	(2,729,214)	1,500,000	750,000
Charges for Services	—	16,570	—	—	—	—	—
Interfund Revenue	—	—	—	—	—	—	—
Miscellaneous Revenue	361,484	14,086	—	—	—	—	—
Other Financing Sources	9,178,595	11,590,162	16,050,794	16,940,333	889,539	17,590,024	649,691
Total Revenue	**10,172,539**	**11,863,876**	**19,530,008**	**17,690,333**	**(1,839,675)**	**19,090,024**	**1,399,691**
Fund Balance	—	—	253,289	—	(253,289)	—	—
Total Sources	**10,172,539**	**11,863,876**	**19,783,297**	**17,690,333**	**(2,092,964)**	**19,090,024**	**1,399,691**
Salaries and Benefits	1,138	741	741	415	(326)	415	—
Services and Supplies	9,250,289	10,745,175	14,643,285	15,514,680	871,395	16,155,570	640,890
Other Charges	88,720	169,326	752,273	780,214	27,941	788,867	8,653
Fixed Assets	516,836	375,531	3,711,719	982,505	(2,729,214)	1,732,505	750,000
Other Financing Uses	315,556	319,813	651,243	388,483	(262,760)	388,631	148
Gross Appropriations	**10,172,539**	**11,610,586**	**19,759,261**	**17,666,297**	**(2,092,964)**	**19,065,988**	**1,399,691**
Intrafund Transfers	—	—	24,036	24,036	—	24,036	—
Net Appropriations	**10,172,539**	**11,610,586**	**19,783,297**	**17,690,333**	**(2,092,964)**	**19,090,024**	**1,399,691**
Non-General Fund Reserves	—	253,289	—	—	—	—	—
Total Requirements	**10,172,539**	**11,863,876**	**19,783,297**	**17,690,333**	**(2,092,964)**	**19,090,024**	**1,399,691**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Fire Protection Services (3580B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	10,172,539	11,863,876	19,783,297	17,690,333	(2,092,964)	19,090,024	1,399,691
Total Requirements	10,172,539	11,863,876	19,783,297	17,690,333	(2,092,964)	19,090,024	1,399,691
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: increases in internal service charges and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $889,539. Net funding adjustments in FY 2022-23 total $649,691.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(3,732,503)	–
Gross Appropriations	(2,842,964)	649,691
Intrafund Transfers	–	–
Non-General Fund Reserves	–	–
Net County Cost	889,539	649,691
Positions	–	–

2. Measure K Fire Engine Replacement Fund: This action appropriates Measure K revenue and the associated expenditures to continue implementing the phased replacement plan to significantly reduce the average age of the County Fire fleet and reduce fleet maintenance costs.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	750,000	750,000
Gross Appropriations	750,000	750,000
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

3. Operating Transfer In from Structural Fire Fund: This action transfer funds from the Structural Fire Fund into Fire Protection Services to cover additional expenses such as the increase in the Fire Protection contract.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	889,539	649,691
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(889,539)	(649,691)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(2,092,964)	1,399,691
Gross Appropriations	(2,092,964)	1,399,691
Intrafund Transfers	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

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County Service Area #1 (3560B)

Department Locator

County > Community Services > **County Service Area #1**

Budget Unit Description

Fire suppression services in unincorporated County Services Area No. 1 (CSA 1), known as the Highlands, are provided under contract with the California Department of Forestry and Fire Protection (known as CAL FIRE). CSA 1 also contracts with the Sheriff's Office for dedicated police patrol. The Sheriff's Office provides 18 hours of patrol service seven days per week. CAL FIRE staffs one fire engine (pumper) and one ladder truck 24/7 at the Fire Station 17 on Paul Scannell Drive. There are at least two firefighter-paramedics on duty daily in CSA 1. CAL FIRE also provides fire prevention and safety services as well as defensible space inspections from this location. Firefighters at Fire Station 17 respond to approximately 500 incidents per year. CSA 1 fire protection services recently resulted in a 'Class 1' rating by the Insurance Services Office (ISO), the highest rating possible, and one of only 300 such departments in the country. These services are fully funded by property tax and a supplemental parcel tax that must be approved by the CSA 1 voters every four years.

Together with the San Mateo County Sheriff's Office, County Fire provides enhanced services to the Highlands neighborhood as well as several surrounding communities in unincorporated San Mateo County.

To address the increased risks associated with wildfire, CAL FIRE continues to prepare, mitigate, and respond every day to reduce the threat and quickly extinguish fires when they break out. To meet this challenge, while also protecting the members of the Highlands community, CAL FIRE is focusing on the following initiatives:

- Continued implementation of the San Mateo County Fire Six-Year Operating Plan
- Continued reduction of wildfire risk through the Wildland Urban Interface (WUI) risk reduction program focused on vegetation management, defensible space inspections, evacuation planning, and community outreach/education
- Maintenance of current levels of service through professional training, community outreach, fire prevention, and education
- Modernization and replacement of the County Fire fleet in accordance with the replacement plan
- Coordination with the Project Development Unit on the Fire Station #17 headquarters replacement project

Performance Measures

Number of Fire Related Deaths and Injuries

This measure informs the Department on trends or fire hazards in San Mateo County Fire Department service area of CSA #1 Highlands. This information helps inform the Department if additional fire prevention or suppression resources might be needed in a specific community and to spot trends. The data is collected as a part of the Computer Aided Dispatch system and reported through the National Incident Fire Reporting System (NFIRS).

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Fire Related Deaths and Injuries	0	0	0	0	0

Performance Measures

Percent of Defensible Space Inspections Completed on Properties Bordering Open Space

This measure helps to inform the Department on the number of properties in the Wildland Urban Interface (WUI) that have successfully adhered to Public Resource Code 4291 Defensible Space requirements. Defensible space slows, or in some cases stops, the spread of wildfire and helps protect homes from damage or destruction should a wildfire occur. Defensible space is also important to help protect firefighters while they are defending a home. These inspections provide an opportunity for firefighters to speak directly with property owners and tenants about what measures they can take to be fire safe. Failure to adhere to these inspections can result in follow-up inspections and potential fines. These inspections are required for occupancies that present a high hazard and completed annually. This measure help inform the Department on our effectiveness in raising awareness and building wildfire resiliency within the CSA #1 community.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Defensible Space Inspections Completed on Properties Bordering Open Space	--	--	90%	90%	90%

New Measure: Prior year data is not available.

Average Response Time Maintained for all Priority One Emergency Calls

This measure informs the Department on the time it takes for San Mateo County Fire Department firefighting crews in the more urban portion of the county to arrive on scene of an emergency incident, known as a Priority 1 call. This measure helps to inform the Department if there are significant differences when compared to other urban fire companies in the county. This measure also helps to inform the Department about the average amount of time it takes for a fire first response paramedic unit to arrive at the scene of a medical emergency. This data is collected as a part of the Computer Aided Dispatch (CAD) software.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Average Response Time Maintained for all Priority One Emergency Calls	6:21	6:22	6:47	7:00	7:00

County Service Area #1 (3560B)
County Service Area #1 Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	3,365,425	3,557,848	3,385,871	3,699,001	313,130	3,843,544	144,543
Use of Money and Property	129,480	122,358	44,872	44,872	–	44,872	–
Intergovernmental Revenues	12,496	12,217	12,283	12,283	–	12,283	–
Charges for Services	92,064	92,064	90,000	90,000	–	90,000	–
Miscellaneous Revenue	133,922	–	49,175	49,175	–	49,175	–
Total Revenue	**3,733,386**	**3,784,487**	**3,582,201**	**3,895,331**	**313,130**	**4,039,874**	**144,543**
Fund Balance	5,009,232	6,121,401	6,781,504	6,756,653	(24,851)	6,080,831	(675,822)
Total Sources	**8,742,618**	**9,905,888**	**10,363,705**	**10,651,984**	**288,279**	**10,120,705**	**(531,279)**
Services and Supplies	2,621,219	3,101,280	4,340,645	4,491,039	150,394	4,436,325	(54,714)
Other Charges	–	29	24	114	90	121	7
Fixed Assets	–	23,075	80,000	80,000	–	580,000	500,000
Gross Appropriations	**2,621,219**	**3,124,384**	**4,420,669**	**4,571,153**	**150,484**	**5,016,446**	**445,293**
Intrafund Transfers							
Net Appropriations	**2,621,219**	**3,124,384**	**4,420,669**	**4,571,153**	**150,484**	**5,016,446**	**445,293**
Non-General Fund Reserves	6,121,399	6,781,504	5,943,036	6,080,831	137,795	5,104,259	(976,572)
Total Requirements	**8,742,618**	**9,905,888**	**10,363,705**	**10,651,984**	**288,279**	**10,120,705**	**(531,279)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

County Service Area #1 (3560B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	8,742,618	9,905,888	10,363,705	10,651,984	288,279	10,120,705	(531,279)
Total Requirements	8,742,618	9,905,888	10,363,705	10,651,984	288,279	10,120,705	(531,279)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: increases in internal service charges and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $675,822. Net funding adjustments in FY 2022-23 total $976,572.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(6,468,374)	(6,612,110)
Gross Appropriations	150,484	445,293
Intrafund Transfers	–	–
Non-General Fund Reserves	(5,943,036)	(6,080,831)
Net County Cost	675,822	976,572
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

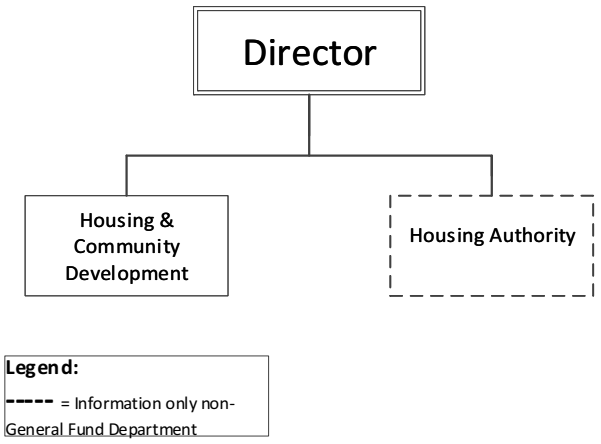
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	6,756,653	6,080,831
Gross Appropriations	–	–
Intrafund Transfers	–	–
Non-General Fund Reserves	6,080,831	5,104,259
Net County Cost	(675,822)	(976,572)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	288,279	(531,279)
Gross Appropriations	150,484	445,293
Intrafund Transfers	—	—
Non-General Fund Reserves	137,795	(976,572)
Net County Cost	—	—
Positions	—	—

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DEPARTMENT OF HOUSING



Department Locator

County > Community Services > **Department of Housing**

Mission Statement

The Department of Housing collaborates with partners as a catalyst to increase the supply of affordable housing and create opportunities for people at all income levels and abilities to prosper by supporting livable and thriving communities.

Overview

The Department of Housing funds affordable housing production and preservation plus community development activities through its Housing and Community Development division and provides rental subsidies through a variety of Housing Authority programs.

Housing and Community Development continues to provide and increase the supply of affordable housing through its finance programs utilizing funding from federal, state, and county sources. The consistent funding of the department's Affordable Housing Fund by the Board of Supervisors has encouraged affordable housing developers to seek opportunities throughout San Mateo County resulting in a deep pipeline of affordable housing developments. The COVID-19 pandemic and FY2020-21 called upon Housing and Community Development to combat the effects of COVID-19 on homelessness and the housing crisis as additional funding was provided through the CARES Act for these purposes – a unique opportunity to help address one of many challenges experienced by County residents due to the pandemic.

The Housing Authority is fully funded by federal dollars and is growing due to the expansion of targeted programs such as: Mainstream, Permanent Supportive Housing (PSH), and Veterans' Affairs Supportive Housing (VASH).

Highlights for FY 2019-21 include:

- Completed 1,161 affordable homes financed by the County, versus 200 to 300 typical for two-year cycles prior to expansion of the Affordable Housing Fund (AHF)
- Surpassed 98 percent active utilization of Section 8 vouchers (nearly the highest rate in the nation) through lease-up of four affordable housing developments with 188 project-based Section 8 vouchers, landlord incentive programs, and decreased turnover during the COVID-19 pandemic
- Obtained $20 million in 'Housing for a Healthy California" funding—the State's largest award, representing a third of the available funding—to leverage Measure K dollars and create affordable homes for the homeless and disabled persons enrolled in Health's Whole Person Care program
- Advanced the redevelopment of Housing Authority property in Daly City (Midway Village) and development of County-owned land at Middlefield Junction, which both should start construction within the year and collectively will create 730 affordable housing units
- Acquired the former TownePlace Suites property in Redwood City to provide supportive housing for 93 vulnerable senior households and contracted with MidPen Housing and Mental Health Association (MHA) to manage the property and provide services for residents
- Secured $33,883,000 in Homekey Program funding for the acquisition of the former TownePlace Suites ($18,048,000) and the former Pacific Inn ($15,835,000)
- Collaborating with the County Manager's Office, Human Services Agency, and other County Departments, planned/allocated a total of $21,977,452 in CARES Act funding allocated by HUD directly or passed through to the County by the State for shelter operations, rapid rehousing, and legal aid and eviction defense in response to the pandemic
- Acquired property in Belmont on behalf of Our Common Ground to continue to provide transitional housing for up to 12 persons/beds in recovery from substance abuse and receive services from Behavioral Health and Recovery Services (BHRS)

Successes experienced in previous fiscal years bring challenges and opportunities to the Department of Housing in expanded asset management capacities, the need to act more directly as owner/operator for hotels acquired for affordable housing, and coordinating expenditure of COVID-19 funding resources before deadlines as early as December 31, 2021. In FY2021-22, the department's AHF NOFA will be largest ever at nearly $50M, including a combination of state and local funding, and American Rescue Plan Act (ARPA) provides a new opportunity for HACSM to further address County homelessness through the Emergency Housing Voucher program. COVID-19 exposed weaknesses in the County's housing and rental markets while increasing fiscal demands on the Housing Authority. The Department is also focusing on increasing equity in all its business interactions.

Challenges and opportunities for FY 2021-23 are to:

- Create more affordable housing opportunities for the most vulnerable residents by requiring greater homeless preferences for projects receiving AHF assistance, beginning with AHF9 this summer
- Maximize leverage of County resources by requiring all developers to pursue new State funding opportunities
- Establish a 'Housing Equity Innovation Fund" by restructuring ongoing non-competitive Measure K commitments (HIP, Legal Aid, 21 Elements) and seeking additional funding to create a $1 million competitive RFP seeking proposals that will improve equity in the housing industry across race, ethnicity, income, and other factors
- Closely monitor voucher utilization to prevent over-expenditure of Housing Assistance Payments (HAP) funds and ensure project-based voucher commitments can be met at the time of pipeline project completions
- Develop more robust asset management functionality within the Department to match our growing portfolio of affordable housing developments
- Seek additional opportunities to acquire hotels, underutilized buildings, and vacant land to expedite creation of affordable homes for the County's most vulnerable populations
- Partner with MidPen and MHA to seek sources of operating assistance to ensure long term financial feasibility of the former TownePlace Suites property where rents alone will not cover operating costs and services
- Collaborate with our internal and external partners via 21 Elements, Housing Endowment and Regional Trust (HEART), California Association of Housing Authorities (CAHA), Home for All, and other platforms to promote issues of housing and homelessness and provide technical assistance to city, regional, and private partners
- Acquire Parcel F in San Carlos for future affordable housing development opportunity

Performance Measures

Percent of Affordable Housing Developed in High-Opportunity, Jobs-Rich (HOJR) Areas Through the Provision of Local and Federal Loan Funds

Households in our county are not enjoying the opportunities that our high-performing economy has to offer at an acceptable rate. DOH as made its goal, to increase the rate at which the Countys disenfranchised residents are able to access the opportunities our county has to offer by encouraging affordable housing development in the HOJR areas.

High-opportunity areas are defined as such: tracts that rank above the regional average in at least four of the following indicators: share of the population above 200% of the poverty line; share of the population (25 years+) with a Bachelors degree or higher; employment-to-population ratio for the population 20 to 60 years old; 4th grade reading proficiency in three closest elementary schools; share of students not on Free and Reduced Price Meals in the three closest elementary schools; and/or high school graduation rate in the three closest high schools. Jobs-rich are defined as areas as tracts where the number of all jobs within 3 miles of the tract, or jobs that pay less than $40,000/year within 3 miles are above the regional median. Together, HOJR areas are mapped here: Terner Center's Mapping Opportunity in California (https://mappingopportunityca.org). The DOH development pipeline dashboard can be used to map the location of DOH-funded affordable housing projects within the HOJR areas. DOH will add the following funding priority to its Affordable Housing Fund NOFA priorities to encourage development in HOJR areas: Affordable housing developments located within high-opportunity, jobs-rich areas, defined here.

By setting a goal of 35%, the County can begin to make a difference in our communities. This will also require cities that have HOJR areas to be on board with this goal in order to meet and exceed the target.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Affordable Housing Developed in High-Opportunity, Jobs-Rich (HOJR) Areas Through the Provision of Local and Federal Loan Funds	__	__	__	35% of total units developed	35% of total units developed

New Measure: Prior year data is not available.

Number of Households That Have Remained Sheltered and/or Stably Housed Through Federal Assisted Programs (e.g. CDBG/ESG)

While the current performance measure is solely the number of households that have remained sheltered or stable, the Department of Housing will begin to collect disaggregated data regarding household demographics as well as the average cost per program type and the amount of resources targeted per jurisdiction. HUD categorizes these programs as:Housing Development and Minor Home Repair Public Facilities, Micro-Enterprise and Economic Development, General Public Services, Fair Housing, Core Service Agencies and Shelters.Grantees use the online service, City Data Services, to report quarterly updates including the number and general demographic of clients served. At the end of the year, the data is aggregated into an annual report that is reported to HUD in the form of a Consolidated Annual Performance and Evaluation Report (CAPER) through their portal, IDIS.The data will then be disaggregated to show 1) the cost of housing support interventions versus the cost of rehousing / shelter and 2) the demographics of those benefitting from the program andcomparing them to the overall County demographics. These data may even be contrasted with Census data to further contextualize housing stability issues. The granularity of the data makes the racial, spatial, income, and gender disparities that too often negatively impact households housing status apparent.

In addition to the distribution of need, these data show how DOH and its subgrantees have directed resources to support individuals across San Mateo County. Since these data show services provision at the individual level, publication of these measures will inform the community of the scale, cost, and trade-offs of addressing housing related challenges in the Bay area. Providing specific counts will enable citizens to better understand the decision-making process and equity impacts of DOH, stimulating equity, accountability, and engagement.

Performance Measures

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Households That Have Remained Sheltered and/or Stably Housed Through Federal Assisted Programs (e.g. CDBG/ESG)	8,040	13,672	12,510	12,510	12,510
FY2020, FY2021, and FY2022 estimates/targets do not include households served with ESG-CV and CDBG-CV funds.					

Performance Measure	White	African American	Asian	American Indian or American Native	Native Hawaiian or Other Pacific Islander
Number of Households That Have Remained Sheltered and/or Stably Housed Through Federal Assisted Programs (e.g. CDBG/ESG) by Race/ Ethnicity	--	--	--	--	--

Performance Measure	Hispanic	Non-Hispanic
Number of Households That Have Remained Sheltered and/or Stably Housed Through Federal Assisted Programs (e.g. CDBG/ESG) by Race/ Ethnicity	--	--
New Measure: Data will begin to be collected in FY 2021-22		

Performance Measure	Households at or below 30% AMI	Households at or below 60% AMI
Number of Households That Have Remained Sheltered and/or Stably Housed Through Federal Assisted Programs (e.g. CDBG/ESG) by Income Level	--	--
New Measure: Data will begin to be collected in FY 2021-22		

Percent of Housing Voucher Utilization

The Housing Authority of the County of San Mateo (HACSM) has been the leading provider of affordable housing in San Mateo County, providing rental assistance to over 5,000 households. Our success is a result of our business approach to strategic planning and delivery of services. It is our commitment to ensure valuable housing vouchers will be used as a tool to create housing opportunities for low-income households, regardless of race, ethnicity, and disability status. In addition to providing affordable housing, we strive to design our programs as a stepping stone for work-able families to achieve economic independence. The stated performance measures will guide HACSM to achieve its mission and vision.

The utilization rate is important because (1) HACSM is tasked with assisting to the maximum extent possible low-income households that need rental assistance in order to maintain stable housing and, (2) meets one of the HUDs performance measures. HACSMs 2nd performance measure - through the equity lens, measures the race and ethnicity to ensure the demographic of the voucher participants reflects the makeup and needs of the community.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Housing Voucher Utilization	96%	97%	99%	98%	98%

Performance Measure	White	Black/African American	American Indian/Native Alaskan	Asian	Native Hawaiian/ other Pacific Islander
Percent of Housing Voucher Utilization by Race/Ethnicity	30.40%	21.90%	2.60%	13.90%	4.20%

Performance Measure	Hispanic
Percent of Housing Voucher Utilization by Race/Ethnicity	29.90%

Department of Housing (7900B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	16,237,581	14,008,334	62,505,186	21,617,874	(40,887,312)	21,617,874	—
Use of Money and Property	3,784,338	4,036,044	3,843,480	4,075,500	232,020	4,075,500	—
Intergovernmental Revenues	96,621,919	116,347,845	125,141,449	147,905,270	22,763,821	146,456,801	(1,448,469)
Charges for Services	274,858	349,028	415,000	155,000	(260,000)	155,000	—
Interfund Revenue	2,849,020	1,947,141	1,533,480	2,144,046	610,566	2,144,046	—
Miscellaneous Revenue	2,402,878	2,022,981	1,309,980	1,526,374	216,394	1,526,374	—
Total Revenue	**122,170,595**	**138,711,373**	**194,748,575**	**177,424,064**	**(17,324,511)**	**175,975,595**	**(1,448,469)**
Fund Balance	—	36,904	838	838	—	838	—
Total Sources	**122,170,595**	**138,748,277**	**194,749,413**	**177,424,902**	**(17,324,511)**	**175,976,433**	**(1,448,469)**
Salaries and Benefits	7,910,055	8,257,274	8,960,211	9,691,269	731,058	9,762,241	70,972
Services and Supplies	3,125,161	3,497,315	3,461,094	3,491,440	30,346	3,491,440	—
Other Charges	111,435,379	130,506,053	182,708,075	164,622,160	(18,085,915)	163,102,719	(1,519,441)
Gross Appropriations	**122,470,595**	**142,260,642**	**195,129,380**	**177,804,869**	**(17,324,511)**	**176,356,400**	**(1,448,469)**
Intrafund Transfers	—	(3,212,633)	(95,264)	(95,264)	—	(95,264)	—
Net Appropriations	**122,470,595**	**139,048,009**	**195,034,116**	**177,709,605**	**(17,324,511)**	**176,261,136**	**(1,448,469)**
Contingencies/Dept Reserves	36,904	36,904	838	838	—	838	—
Total Requirements	**122,507,499**	**139,084,913**	**195,034,954**	**177,710,443**	**(17,324,511)**	**176,261,974**	**(1,448,469)**
Net County Cost	**336,904**	**336,636**	**285,541**	**285,541**	**—**	**285,541**	**—**
Salary Resolution	63.0	66.0	67.0	67.0	—	67.0	—
Funded FTE	63.0	66.0	66.5	66.8	0.3	66.8	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $17,324,511 from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes
There is a net decrease of $40,887,312 in this funding source due to a reduction in Measure K funding for one-time projects.

Use of Money and Property
There is a net increase of $232,020 in this funding source due to an increase in rental income.

Intergovernmental Revenues
There is a net increase of $22,763,821 in this funding source due to an award of more vouchers from HUD for the Housing Authority.

Charges for Services
There is a net decrease of $260,000 in this funding source due to revenues being received in a different account.

Interfund Revenue
There is a net increase of $610,566 in this funding source due to an increase in expected loan payments and activity delivery costs.

Miscellaneous Revenue
There is a net increase of $216,394 in this funding source due to an increase in ground lease, management, and loan fees.

Fund Balance
There is no change in this funding source.

TOTAL REQUIREMENTS

Total Requirements decreased by $17,324,511 from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $731,058 in this expenditure category due to negotiated employee merit and COLA increases and health benefits cost.

Services and Supplies
There is a net increase of $30,346 in this expenditure category due to an increase in Housing Authority general costs.

Other Charges
There is a net decrease of $18,085,915 in this expenditure category due to an award of more vouchers from HUD for the Housing Authority.

Intrafund Transfers
There is no change in this expenditure category.

Contingencies/Departmental Reserves
There is no change in this expenditure category.

NET COUNTY COST
There is no change in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $1,448,469 from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is no change in this funding source.

Intergovernmental Revenues
There is a net decrease of $1,448,469 in this funding source due to the expiration of some emergency CARES Act funding.

Interfund Revenue
There is no change in this funding source.

TOTAL REQUIREMENTS
Total Requirements decreased by $1,448,469 from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $70,972 in this expenditure category due to negotiated employee merit and COLA increases and health benefits costs.

Services and Supplies
There is no change in this expenditure category.

Other Charges
There is a net decrease of $1,519,441 in this expenditure category due to the expiration of some emergency CARES Act funding.

Interfund Revenue
There is no change in this expenditure category.

Contingencies/Departmental Reserves
There is no change in this expenditure category.

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

Provides financial assistance to create and preserve housing for low-income residents, public facilities, and related services

Program Results

Housing and Community Development (HCD) oversees the distribution of funding from a variety of federal, state, and local sources for the purpose of ensuring the availability of affordable housing for all income groups. These efforts promote the development of new affordable housing units for lower income individuals and households; the rehabilitation of older housing units, both rental and owner-occupied; emergency services for homeless individuals and households; and supportive services targeting currently-housed individuals and households to help keep them in their homes.

Federal, state, and local funding sources combine to address critical housing needs within the county. HCD staff manage these funds through a process that includes the issuance of Notices of Funding Availability (NOFAs), evaluation of applications received, recommendations to the Housing and Community Development Committee and the Board of Supervisors for the distribution of funding among those applications, negotiation of contracts with those awardees, reimbursement of funds expended by those awardees, and continued monitoring of those awards throughout the year and into the future, where warranted.

HCD has made great strides over the past few years in building a pipeline of affordable housing development projects. Since 2013, HCD has provided funding to 50 projects totaling 3,355 housing units, mostly rental but with a handful of owner-occupied units. Many projects are already completed, with others is various stages of construction.

In FY 2019-2020, the most recently completed federal funding round for Community Development Block Grant (CDBG), HOME Investment Partnerships, and Emergency Solutions Grant (ESG), the Consolidated Annual Performance and Evaluation Report to HUD reported a total of 14,472 persons assisted with those funding sources. More than half that year was pre-pandemic activities.In the current pandemic environment, HCD has received significant new funding and programs aimed at keeping people in their homes. These activities include rapid rehousing, rental assistance, landlord assistance, and conversion of hotels into emergency housing opportunities. These programs are expected to continue into the future as the pandemic wanes, helping residents of San Mateo County more quickly recover from the economic hardships encountered during these hard times.

HCD staff is currently working with a contractor to develop a fully functional software product to assist with tracking loans and grants issued for housing development activities. This system will prompt project owners to submit annual audits and remind them of residual receipt payment deadlines. This system is expected to result in additional revenue for future housing development. The project is an extension of a software application HCD has been using for a number of years to manage contracts for public service grantees. Its expansion aims to help HCD better manage assets amounting to tens of millions of dollars.

Performance Measures

Percent of all Contractors, Sub-Contractors, and Suppliers Participating in the Development of County-Owned Property and Properties that Benefit from County Funding Who are Certified as Minority-Owned Business Enterprise (MBE) and or Women-Owned Business Enterprise (WBE) and Percent of Construction Hours Towards the Development of County-Owned Property and Properties that Benefit from County Funding That are Filled by Economically Disadvantaged Workers That Reside in San Mateo County

DOH HCD's goal is to promote the hiring of (1) economically disadvantaged workers who reside in San Mateo County and (2) certified Minority Owned or Women Owned Business Enterprise ("MBE" or "WBE") contractors, sub-contractors, and suppliers participating in the development of County-owned property and properties that benefit from County funding. Economically Disadvantaged Workers are defined as residents from economically disadvantaged areas, workers struggling to overcome poverty, veterans, and other underrepresented groups. A resident who (i) resides in a census tract within the County with an unemployment rate in excess of 150% of the County unemployment rate; or (ii) household income of less than 80% of AMI; or (iii) faces or has overcome at least one of the following barriers to employment: being homeless; being a custodial single parent; receiving public assistance; lacking a GED or high school diploma; participating in a vocational English as a second language program; or having a criminal record or other involvement in the criminal justice system.

Performance Measure	MBE	WBE
Percent of All Contractors, Sub-Contractors, and Suppliers Participating in the Development of County-Owned Property and Properties That Benefit From County Funding Who are Certified as Minority-Owned Business Enterprise (MBE) and or Women-Owned Business Enterprise (WBE)	--	--
New Measure: Data will begin to be collected in FY 2021-22		

Performance Measure	Disadvantaged Workers
Percent of Construction Hours Towards the Development of County-Owned Property and Properties that Benefit from County Funding That are Filled by Economically Disadvantaged Workers That Reside in San Mateo County	--
New Measure: Data will begin to be collected in FY 2021-22	

Housing and Community Development (7920P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	16,237,581	14,008,334	62,505,186	21,617,874	(40,887,312)	21,617,874	–
Intergovernmental Revenues	6,200,894	4,046,251	23,021,300	22,072,770	(948,530)	20,624,301	(1,448,469)
Charges for Services	274,858	349,028	415,000	155,000	(260,000)	155,000	–
Interfund Revenue	2,849,020	1,947,141	1,533,480	2,144,046	610,566	2,144,046	–
Miscellaneous Revenue	183,972	126,997	131,600	66,899	(64,701)	66,899	–
Total Revenue	**25,746,326**	**20,477,751**	**87,606,566**	**46,056,589**	**(41,549,977)**	**44,608,120**	**(1,448,469)**
Fund Balance	–	36,904	838	838	–	838	–
Total Sources	**25,746,326**	**20,514,655**	**87,607,404**	**46,057,427**	**(41,549,977)**	**44,608,958**	**(1,448,469)**
Salaries and Benefits	2,716,452	2,668,168	3,623,304	3,665,069	41,765	3,736,041	70,972
Services and Supplies	346,620	478,085	757,990	500,855	(257,135)	500,855	–
Other Charges	22,983,254	20,880,767	83,606,077	42,271,470	(41,334,607)	40,752,029	(1,519,441)
Gross Appropriations	**26,046,326**	**24,027,020**	**87,987,371**	**46,437,394**	**(41,549,977)**	**44,988,925**	**(1,448,469)**
Intrafund Transfers	–	(3,212,633)	(95,264)	(95,264)	–	(95,264)	–
Net Appropriations	**26,046,326**	**20,814,387**	**87,892,107**	**46,342,130**	**(41,549,977)**	**44,893,661**	**(1,448,469)**
Contingencies/Dept Reserves	36,904	36,904	838	838	–	838	–
Total Requirements	**26,083,230**	**20,851,291**	**87,892,945**	**46,342,968**	**(41,549,977)**	**44,894,499**	**(1,448,469)**
Net County Cost	**336,904**	**336,636**	**285,541**	**285,541**	**–**	**285,541**	**–**
Salary Resolution	16.0	19.0	19.0	19.0	–	19.0	–
Funded FTE	16.0	19.0	18.5	18.8	0.3	18.8	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Housing and Community Development (7920P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	25,746,326	20,514,655	87,607,404	46,057,427	(41,549,977)	44,608,958	(1,448,469)
Total Requirements	26,083,230	20,851,291	87,892,945	46,342,968	(41,549,977)	44,894,499	(1,448,469)
Net County Cost	336,904	336,636	285,541	285,541	—	285,541	—
Salary Resolution	16.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	16.0	19.0	18.5	18.8	0.3	18.8	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 22-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding adjustment, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $838. Net funding adjustments in FY 2022-23 total $838.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(41,550,815)	(1,449,307)
Gross Appropriations	(41,549,977)	(1,448,469)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	838	838
Positions	—	—

2. Funding Adjustment: This action re-appropriates fund balance from the prior year.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	838	838
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(838)	(838)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(41,549,977)	(1,448,469)
Gross Appropriations	(41,549,977)	(1,448,469)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

Housing Authority (7930P)

Program Locator

County > Community Services > Department of Housing > **Housing Authority**

Program Outcome Statement

Provides financial assistance to subsidize and create affordable housing for low-income residents

Program Results

The Housing Authority of the County of San Mateo (HACSM) provides housing subsidy to over 5,000 low-income households through various rental programs that direct housing assistance payments to approximately 2,000 property landlords. The rental programs serve households that represent the diversity of San Mateo County.

HACSM has been a participant in the U.S. Department of Housing and Urban Development (HUD) Moving To Work (MTW) demonstration program since 2000. HACSM is granted extraordinary flexibility to modify federal rental subsidy program rules in accordance with the MTW agreement between HUD and HACSM. The flexibilities of the MTW program have allowed HACSM to collaborate with community partners and stakeholders to further support the residents of San Mateo County through program re-design and innovation. This innovation and re-design support one or more of the three primary goals of the MTW program: 1) to increase program cost effectiveness, 2) to promote self-sufficiency, and 3) to expand housing choice for program participants.

In July 2010, HACSM received HUD approval for 'Local Non-Traditional Use of Funds" authority to create a new rental subsidy program, known as the Provider-Based Assistance Program (PBAP). The primary purpose of the program is to enable HACSM to enter into formal partnerships with local housing and service providers to provide rental assistance, in connection with supportive services, to individuals in populations that are not served, or underserved, by existing rental assistance programs. HACSM has utilized the PBAP to collaborate with different County departments and organizations to address homelessness and support San Mateo County's goal of reaching 'functional zero" for homelessness in San Mateo County, and to broaden its commitment to increasing affordable housing choices for underserved populations.

HACSM currently works with three agencies under its PBAP – (1) CORA, which seeks housing and provides supportive services to survivors of domestic violence who are transitioning from temporary to permanent housing; (2) Service League of San Mateo County, which houses individuals exiting the County's jail system and assists them in their transition back to the community; and (3) HIP Housing, which houses and provides supportive services to low-income single parents who are in school and working towards self-sufficiency.

A recent collaboration further exhibits the flexibility and innovation of the PBAP. In 2020, the State of California Department of Housing and Community Development made funding available through its Project Homekey Program (Homekey), from which the County of San Mateo received an award. Homekey provided funding to rapidly sustain and expand the inventory of housing for people experiencing homelessness or at risk of homelessness and impacted by COVID-19. Homekey presented an opportunity for local public agencies to purchase motels and a broad range of other housing types in order to increase community capacity to respond to homelessness and the ongoing COVID-19 pandemic.

The Homekey award supported the County's acquisition of TownePlace Suites, a 95-unit hotel property located at 1000 Twin Dolphin Drive, Redwood City, California. The property was acquired for the purpose of providing permanent affordable housing to the County's extremely low-income seniors, some of whom have experienced homelessness, are at risk of homelessness, and/or would benefit from wrap-around supportive services that can be best provided in connection with permanent housing.

HACSM designated 20 PBAP units at the property to focus on the underserved population meeting all of the following criteria: (1) persons who are elderly or disabled; (2) persons eligible for Medi-Cal long-term care services and support; (3) persons eligible for In-Home Supportive Services in San Mateo County; and (4) persons at-risk of entering or currently living in a skilled nursing facility but who are able to live independently with supportive services.

With new and ongoing collaborations through PBAP and the other rental assistance programs administered, HACSM continues to utilize its MTW flexibilities and innovation.

HACSM achieved 98 percent utilization of its voucher program portfolio. In prior years, HACSM hovered in the low 90 percent range but with the addition of several Project-Based properties to its portfolio and the successful application to and receipt of alternate voucher funding streams, such as Mainstream and Veterans Affairs Supportive Housing (VASH) programs, HACSM continues to fulfill its program allocations.

In 2020, during the height of the COVID-19 pandemic, HACSM conducted online wait list openings for three new project-based properties: Fair Oaks Common in Redwood City has 32 regular project-based units and 27 project-based units for veterans; the Montara in San Mateo has 34 regular project-based units and 12 project-based units for veterans; and Arroyo Green Senior Apartments in Redwood City offers 89 project-based units with up to 12 of those units set-aside for household in need of supportive services. The online wait list process proved successful for both HACSM and the property management companies.

The COVID-pandemic allowed HACSM to complete processes differently and we foresee a continuation of many of these processes to better accommodate clients and staff, whether it be offering clients to sign documents via electronic signature or completing appointments over the phone or via online portals. HACSM is expanding its online portals to include a Resident and Landlord portal so both program participants and landlords can access their information easily at any time. The portals will not replace direct contact with HACSM staff, rather allow participants and landlords to access their information when needed, complementing HACSM support.

Performance Measures

Number of Family Self-Sufficiency Program Participants Exiting the Voucher Program with Increased Economic Self-Sufficiency

As one of the thirty-nine Moving To Work agencies, the Housing Authority of the County of San Mateo (HACSM) receives certain waivers from HUD that allow the implementation of a local Family Self-Sufficiency Program (FSS). The HACSM FSS program provides time-limited rental assistance and case management services for participating families with the goal of helping the families increase financial self-sufficiency.

On an ongoing basis, the FSS coordinators meet with families to assess their needs and record their progress. With the data collected from the assessment, HACSM has expanded partnerships with a variety of educational and financial institutions, work force development and other service providers, making these resources available to the FSS families. Most of our FSS families meet their goal to graduate and exit the voucher program in five years. The turnover vouchers allow HACSM to serve new low-income families in the community.

The HACSM FSS program includes monetary rewards at graduation. Families that have increased their earned income and savings and completed educational or other goals will be rewarded up to $3,000 at the time of successful graduation. Successful graduation is defined as follow:

- The household has reached the end of the vouchers time limit and has not received TANF for at least 12 month prior to program exit, and
- Either head of household, spouse, or co-head is gainfully employed, or
- The household has reached an income level such that HACSM is no longer providing subsidy and the family exited the voucher program.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Family Self-Sufficiency Program Participants Exiting the Voucher Program with Increased Economic Self-Sufficiency	11	19	23	18	20

Performance Measures

HACSM will be measuring the number of FSS graduates during the reporting period. Race and ethnicity of the graduates will also be reported. HACSM will report data in FY 2021-22. For comparison, HACSM will compare the FSS data to non-FSS participating voucher households. The comparison will exclude data from elderly and/or disabled households.

Performance Measure	White	Black/ African American	American Indian/ Alaska Native	Asian	Native Hawaiian/ Other Pacific Islander
Number of Family Self-Sufficiency Program Participants Exiting the Voucher Program with Increased Economic Self-Sufficiency by Race/ Ethnicity	--	--	--	--	--
Performance Measure	**Hispanic**				
Number of Family Self-Sufficiency Program Participants Exiting the Voucher Program with Increased Economic Self-Sufficiency by Race/ Ethnicity	--				

Housing Authority (7930P)
Housing Authority Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	3,784,338	4,036,044	3,843,480	4,075,500	232,020	4,075,500	–
Intergovernmental Revenues	90,421,025	112,301,594	102,120,149	125,832,500	23,712,351	125,832,500	–
Miscellaneous Revenue	2,218,906	1,895,984	1,178,380	1,459,475	281,095	1,459,475	–
Total Revenue	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**–**
Total Sources	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**–**
Salaries and Benefits	5,193,603	5,589,106	5,336,907	6,026,200	689,293	6,026,200	–
Services and Supplies	2,778,541	3,019,230	2,703,104	2,990,585	287,481	2,990,585	–
Other Charges	88,452,125	109,625,286	99,101,998	122,350,690	23,248,692	122,350,690	–
Gross Appropriations	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**–**
Intrafund Transfers							
Net Appropriations	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**–**
Total Requirements	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**–**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	47.0	47.0	48.0	48.0	–	48.0	–
Funded FTE	47.0	47.0	48.0	48.0	–	48.0	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Housing Authority (7930P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	96,424,269	118,233,622	107,142,009	131,367,475	24,225,466	131,367,475	—
Total Requirements	96,424,269	118,233,622	107,142,009	131,367,475	24,225,466	131,367,475	—
Net County Cost	—	—	—	—	—	—	—
Salary Resolution	47.0	47.0	48.0	48.0	—	48.0	—
Funded FTE	47.0	47.0	48.0	48.0	—	48.0	—

1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	24,225,466	—
Gross Appropriations	24,225,466	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	24,225,466	—
Gross Appropriations	24,225,466	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—



ADMINISTRATION AND FISCAL SERVICES



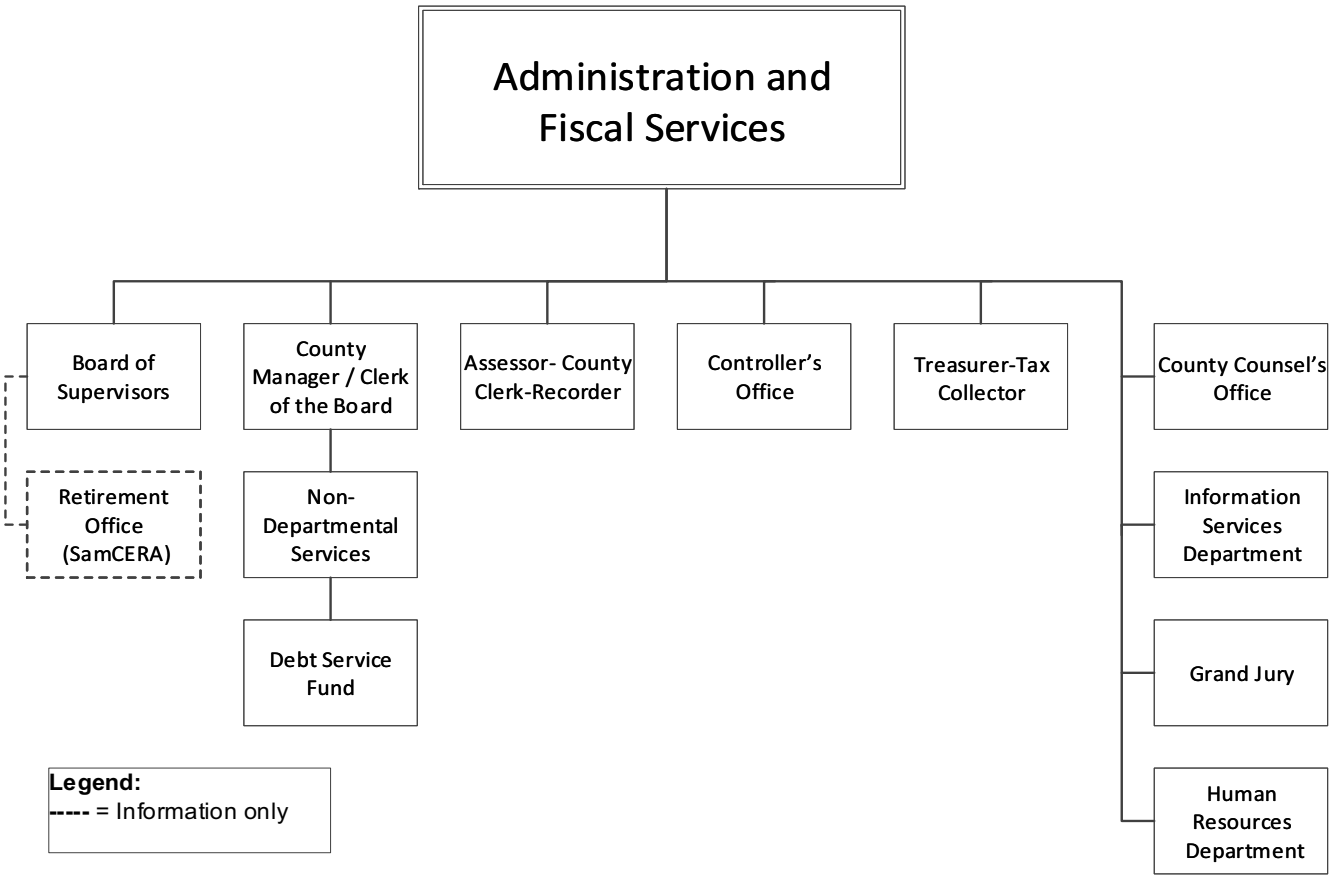


FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET



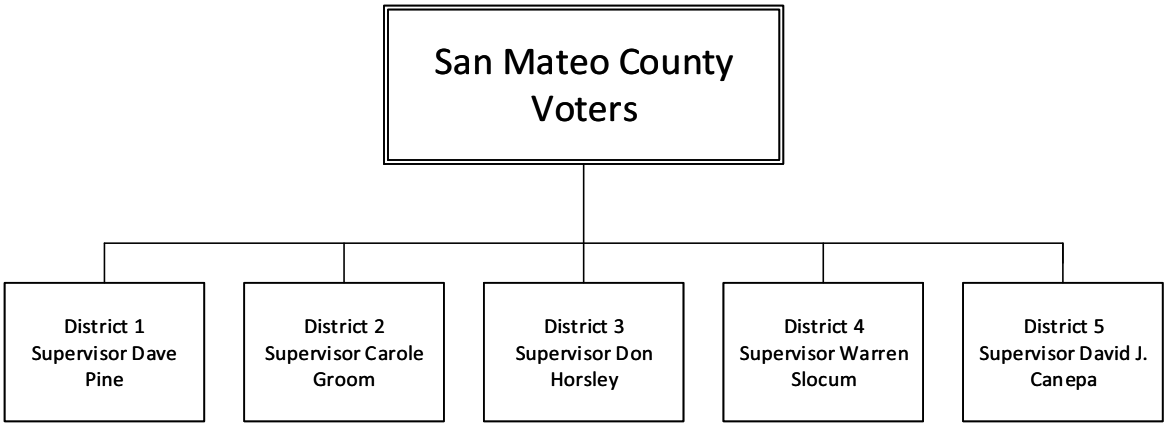



Administration and Fiscal Services
Board of Supervisors
Retirement Office (SamCERA)
County Manager / Clerk of the Board
Non-Departmental Services
Debt Service Fund
Assessor- County Clerk-Recorder
Controller's Office
Treasurer-Tax Collector
County Counsel's Office
Information Services Department
Grand Jury
Human Resources Department
Legend:
----- = Information only

Administration and Fiscal Services
FY 2021-22 and FY 2022-23
All Funds Summary

Total Requirements	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Board of Supervisors	4,742,804	4,759,800	5,424,304	5,466,031	41,727	5,558,766	92,735
County Manager/Clerk of the Board	17,790,820	20,380,248	30,422,757	36,521,146	6,098,389	36,715,691	194,545
Assessor-County Clerk-Recorder	26,614,519	31,192,708	34,117,343	36,124,524	2,007,181	38,530,198	2,405,674
Controller's Office	13,511,823	14,140,352	16,589,313	16,635,706	46,393	15,720,827	(914,879)
Treasurer - Tax Collector	8,236,559	10,920,703	14,605,098	13,068,170	(1,536,928)	10,688,368	(2,379,802)
County Counsel's Office	16,280,376	18,009,927	20,109,654	20,484,367	374,713	20,649,084	164,717
Human Resources Department	17,118,637	17,201,026	21,473,461	21,665,376	191,915	20,638,588	(1,026,788)
Information Services Department	28,503,446	30,729,968	43,536,230	40,134,682	(3,401,548)	30,194,148	(9,940,534)
Grand Jury	112,491	113,129	124,362	124,521	159	124,523	2
Non-Departmental Services	603,332,731	758,652,258	725,161,705	514,747,385	(210,414,320)	349,770,933	(164,976,452)
Total General Fund	**736,244,206**	**906,100,119**	**911,564,229**	**704,971,908**	**(206,592,321)**	**528,591,126**	**(176,380,782)**
Total Requirements	736,244,206	906,100,119	911,564,229	704,971,908	(206,592,321)	528,591,126	(176,380,782)
Total Sources	1,183,493,769	1,381,238,441	1,442,487,523	1,247,742,060	(194,745,463)	1,071,518,627	(176,223,433)
Net County Cost	(447,249,563)	(475,138,322)	(530,923,294)	(542,770,152)	(11,846,858)	(542,927,501)	(157,349)
Debt Service Fund	74,546,760	71,233,041	71,126,358	63,711,436	(7,414,922)	62,415,224	(1,296,212)
Total Non-General Funds	**74,546,760**	**71,233,041**	**71,126,358**	**63,711,436**	**(7,414,922)**	**62,415,224**	**(1,296,212)**
Total Requirements	82,361,487	78,770,247	79,584,841	73,302,681	(6,282,160)	71,642,156	(1,660,525)
Total Sources	82,399,955	78,801,377	79,584,841	73,302,681	(6,282,160)	71,642,156	(1,660,525)
Net County Cost	(38,468)	(31,130)	—	—	—	—	—
Salary Resolution	542.0	593.0	598.0	605.0	7.0	605.0	—
Funded FTE	542.0	593.0	596.2	604.3	8.1	604.3	—
Retirement Office (Information Only)	7,814,728	7,537,206	8,458,483	9,591,245	1,132,762	9,226,932	(364,313)

BOARD OF SUPERVISORS



Department Locator

County > Administration and Fiscal Services > **Board of Supervisors**

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 17. 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 response to the COVID-19 pandemic, the Board approved several emergency regulations and mitigating efforts to provide help for residents, businesses, and nonprofits. A few such efforts include a ban on evicting renters impacted by the pandemic for non-payment of rent; a contribution of $3 million in seed money to launch the 'San Mateo County Strong' fund; and, as of December 2020, the county advanced $35 million to support the 'Great Plates Delivered SMC,' which provides three nutritious meals per day from local restaurants to older residents who are at high risk from COVID-19. This Program also gave local restaurants the opportunity to continue operations and maintain their employees, softening the losses felt by the pandemic. All expenses related to the Great Plates Delivered program will be fully reimbursed with FEMA funds. Additionally, the County spent $17 million for non-congregate sheltering, in the form of hotel rooms, for homeless individuals throughout the county.

The Board also approved, with funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act, $4.45 million to launch a Child Care Relief Fund with the goals to help providers remain open, particularly in areas of the county serving families with low incomes, and to ensure that working families have access to quality child care; $6.8 million to bring high-speed internet access to thousands of students in rural communities and low-income households; and $10 million in COVID-19 testing sites to include large venue testing operations and localized neighborhood events.

Through Project Homekey, the County was awarded $33 million in funding and matched it with approximately $26 million of CARES funding to purchase three hotels. Two properties will be used to provide service-enriched interim housing to individuals experiencing homelessness and highly vulnerable to COVID-19. The third property is being used to provide permanent housing for seniors who meet certain criteria, including those that qualify as extremely low-income as determined by the U.S. Department of Housing and Urban Development.

The Board continues to support major initiatives that were funded by Measure K 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 Measure K initiatives are tracked at https://cmo.smcgov.org/measureK, an online dashboard built on the County's open data platform. 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 third grade reading proficiency and high school graduation rates.

Performance Measures

Percent Met of Shared Vision 2025 Community Impact Goals and Measure K Performance Goals

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.

The Board continues to support major initiatives that were funded by Measure K 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 Measure K initiatives are tracked at https://cmo.smcgov.org/MeasureK, online dashboards that were built on the County's open data platform.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Shared Vision 2025 Community Impact Goals Met or Moving in the Right Direction	70%	70%	70%	80%	80%
Percent of Measure K Performance Goals Met	68%	56%	90%	90%	90%

Board of Supervisors (1100B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	–	–	–	–	–	–	–
Total Revenue	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Fund Balance	–	–	–	–	–	–	–
Total Sources	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Salaries and Benefits	4,131,059	4,191,784	4,709,293	4,768,601	59,308	4,850,235	81,634
Services and Supplies	309,731	233,404	355,696	355,696	–	355,696	–
Other Charges	310,280	319,431	420,732	404,671	(16,061)	415,542	10,871
Other Financing Uses	17,532	15,182	15,520	14,000	(1,520)	14,230	230
Gross Appropriations	**4,768,603**	**4,759,800**	**5,501,241**	**5,542,968**	**41,727**	**5,635,703**	**92,735**
Intrafund Transfers	(25,799)	–	(76,937)	(76,937)	–	(76,937)	–
Net Appropriations	**4,742,804**	**4,759,800**	**5,424,304**	**5,466,031**	**41,727**	**5,558,766**	**92,735**
Total Requirements	**4,742,804**	**4,759,800**	**5,424,304**	**5,466,031**	**41,727**	**5,558,766**	**92,735**
Net County Cost	**4,742,804**	**4,759,800**	**5,424,304**	**5,466,031**	**41,727**	**5,558,766**	**92,735**
Salary Resolution	23.0	22.0	22.0	22.0	–	22.0	–
Funded FTE	23.0	22.0	21.9	22.0	0.1	22.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES
There is no change in funding sources.

TOTAL REQUIREMENTS
Total Requirements increased by $41,727 or 0.8 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is an increase of $59,308 in this expenditure category due to negotiated salary and benefit changes.

Services and Supplies
There is no change in this expenditure category.

Other Charges
There is a net decrease of $16,061 in this expenditure category primarily due to a decrease in rent and facilities charges in the amount of $19,105 and Telephone Service Charges in the amount of $12,488. These decreases are partially offset by increases in ISD automation service charges in the amount of $9,338 and general liability and other miscellaneous costs in the amount of $6,194.

Other Financing Uses
There is a decrease of $1,520 in this expenditure category due to a decrease in rent and facilities charges, thereby reducing the 10 percent facility surcharge.

NET COUNTY COST
There is an increase of $41,727 or 0.8 percent in this department's Net County Cost.

FY 2022-23 Budget Overview

TOTAL SOURCES
There is no change in funding sources.

TOTAL REQUIREMENTS
Total Requirements increased by $92,735 or 1.7 percent from the FY 2021-22 Recommended Budget to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is an increase of $81,634 in this expenditure category due to negotiated salary and benefits changes.

Services and Supplies
There is no change in this expenditure category.

Other Charges
There is an increase of $10,871 in this expenditure category due to increases to telephone service charges in the amount of $56; ISD automation services of in the amount of $1,558; County facility rental charges in the amount of $3,875; and all other service charges in the amount of $5,382.

Other Financing Uses
There is an increase of $230 in this expenditure category due to an increase in rent and facilities charges, thereby increasing the 10 percent percent facility surcharge.

NET COUNTY COST

There is an increase of $92,735 or 1.7 percent in this department's General Fund allocation.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Board of Supervisors (1100B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	–	–	–	–	–	–	–
Total Requirements	4,742,804	4,759,800	5,424,304	5,466,031	41,727	5,558,766	92,735
Net County Cost	4,742,804	4,759,800	5,424,304	5,466,031	41,727	5,558,766	92,735
Salary Resolution	23.0	22.0	22.0	22.0	–	22.0	–
Funded FTE	23.0	22.0	21.9	22.0	0.1	22.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $41,727. Net funding adjustments in FY 2022-23 total $92,735.

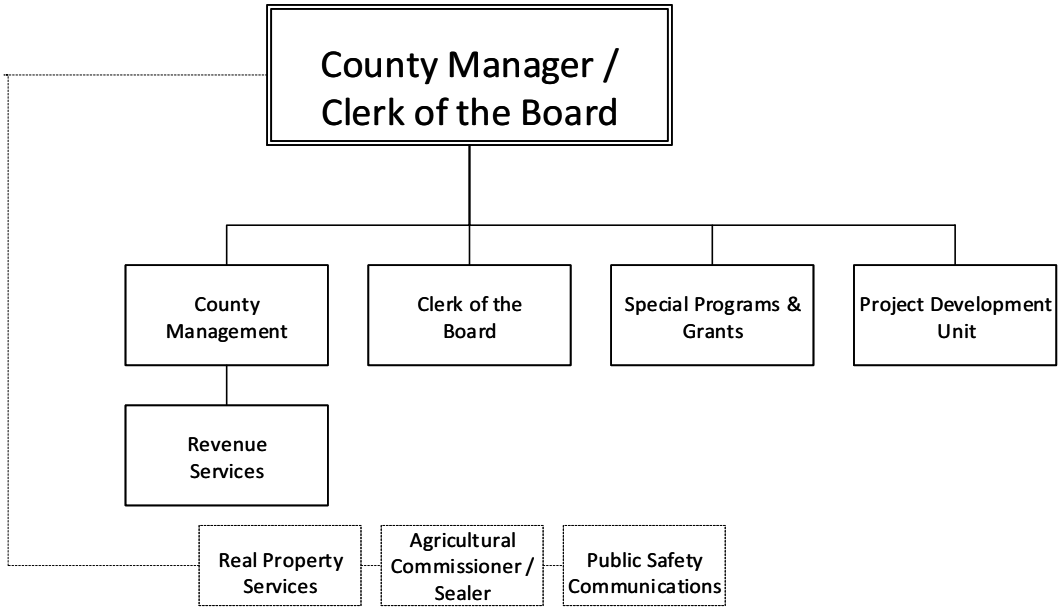
	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	–	–
Gross Appropriations	41,727	92,735
Intrafund Transfers	–	–
Net County Cost	41,727	92,735
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	41,727	92,735
Intrafund Transfers	–	–
Net County Cost	41,727	92,735
Positions	–	–

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COUNTY MANAGER / CLERK OF THE BOARD



Department Locator

County > Administration and Fiscal Services >**County Manager/Clerk of the Board**

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: supports the Board to achieve its priorities; sets 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. Real Property negotiates lease agreements for County use and negotiates acquisition, use, and sale of County-owned property. The Project Development Unit plans and manages all new major "ground up" construction for the County and explores and adopts the most effective delivery method for each project to expedite delivery on time and within budget. Revenue Services supports agencies and departments in their effort to recover revenue by providing timely, professional, and cost-effective collection services.

This year the Office of Emergency Services transitioned from the Sheriff's department to the County Manager's Office to better align emergency operational responses and preparedness with a countywide lens.

The following are major accomplishments in FY 2019-21:

- Stood up the first mass vaccination site in the State of California to maximize vaccinations throughout the county
- In response to the COVID-19 pandemic and CZU Lightening Complex Fire, activated and continued to manage the state-of-the-art Emergency Operations Center (EOC) in order to provide a centralized location to coordinate resources and communication with other local and state governments and community partners
- Due to the economic impacts of COVID-19, launched the SMC Recovery Initiative with the goal of creating a better future through collaboration, advancing equity, and inclusion
- Stood up and continued to operate a Joint Information Center (JIC) of public information officers across departments, agencies, and the Bay Area to coordinate strategic communication and create a centralized point of contact for leaders, media, and the public
- Established testing sites, contact tracing units, and a COVID-19 enforcement team to help align the county to move through the state tier assignments
- Hired the Countywide Wellness Officer and Chief Equity Officer to focus on employee health and wellness as well as to advance systematic changes to address institutional and structural inequities
- Maintained the highest credit ratings from Moody's (Aaa) and Standard and Poor's (AAA)
- Secured passage of SB 38 (Hill, Chapter 78, Statutes of 2020) related to sales taxes and volunteer fire departments, a County-sponsored measure
- Supported the passage of the following list of notable bills: SB 793 (Hill, Chapter 34, Statutes of 2020) on flavored tobacco products; AB 2741 (Rubio, Blanca, Chapter 353, Statutes of 2020) on child advocacy centers; AB 69 (Ting) on ADU financing vetoed by the Governor; and AB 2063 (Mullin) related to non-profit rental housing and property taxes
- Opposed the passage of SB 1431 (Glazer) on property tax reassessments and AB 1544 (Gipson) regarding local emergency medical services agencies

- Worked with coalitions of Counties and key stakeholders to strongly voice concerns about the realignment of the Department of Juvenile Justice
- Strongly opposed a state budget proposal to impose civil penalties on counties for failing to comply with DOF guidance on ERAF allocations
- Supported Governor Newsom's Executive Order to extend the deadline for assessment appeals to prevent large losses in property tax revenues at the local level
- Developed the 2021-22 County Legislative Program in consultation with Board members, the Manager, County Departments, and key stakeholders
- Monitored over 1,100 bills as they progressed through the State legislative process
- Completed the construction of the new County Animal Shelter in San Mateo and new parking structure at County Center in Redwood City
- Increased awareness of County initiatives and actions related to affordable housing, homelessness, County budget, Measure K, and other priorities
- Participated in the national Census 2020, 'Everyone Counts," with the highest self-response rate in the state at 78.6 percent

During the pandemic, it has been the goal of the Office to maintain essential services and functions of County government, which include protecting the health and safety of the residents. Additionally, the Office has worked with county departments to find creative solutions to respond to the needs of the community and to quickly adapt to an ever-changing environment. In FY 2021-23, the Office will continue to prioritize the business of government, maintain the health and safety of the residents, and meet the needs of the community by:

- Working with departments and community partners to achieve the County's goals to: reach functional zero for the homeless; 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 percent of third graders are reading at grade level
- Expanding advocacy and engagement at the federal level, including submission of Community Project Funding Requests for County projects
- Issuing a request for proposals for state and federal advocacy services in the fall
- Providing ongoing and expanded reporting to the Board and County staff on state and federal issues
- Increasing dedicated multi-media communications support to County departments
- Expanding civic engagement efforts, including reinstating programs placed on pause by the COVID-19 pandemic
- Completing of capital improvement projects on time and on budget
- Working with community-based organizations to better leverage their work
- Encouraging innovation at the department level for internal and external services
- Continuing to lead and promote equity and wellness in partnership with County departments

Performance Measures

Number of Canvassing Events and Media Impressions in Target Communities per Month

Significant disparities exist in San Mateo County affecting the countys residents who have lower incomes and communities of color. Deep and longstanding social and economic factors are at the root of these issues, and COVID-19 has exacerbated these inequities. For example, in San Mateo County, members of the Latinx community represent 24% of population, but 47% of COVID-19 cases (as of November 2020). While there is more that must be understood, it is clear that the pandemic response must continue to target all low-income residents and communities of color with a tailored, culturally competent approach.

The County Managers Office of Community Affairs developed a targeted outreach approach working with community based organizations to meet needs residents where they are by providing in-language, grassroots engagement. The outreach plan focuses on two key strategies: (1) improve communication to build trust, engagement, and participation in protection efforts, and (2) enhance targeted strategies for at-risk communities.

The following performance measures illustrate how the county has provided targeted, culturally competent communications to reinforce core messaging within the community on protective behaviors related to COVID-19. The program has been particularly innovative by developing a mask mobile which is scheduled to visit targeted communities to provide messaging and masks. The mask mobile can also be used for future outreach initiatives as the specific COVID-19 messaging magnets on the outside of the vehicle can be removed and replaced with other outreach information.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of canvassing events per month (in-person)	--	--	--	--	--
Number of media impressions in target communities per month	--	--	--	--	--

New measure: Data will begin to be collected in FY 21-22.

Number of Public Comments at Board of Supervisors Meetings

This performance measure assesses online public engagement during Board of Supervisors (Board) meetings. Specifically, this measures the number of public comments submitted either in written or verbal form, as well as the number of instances remote language translation was provided. Online broadcasting of Board meetings aims to allow greater civic engagement across the County's diverse population, regardless of location and chosen language. This measure would help the County better understand the efficacy of its efforts to make Board proceedings more accessible to the public.

New measure: Data will begin to be collected in FY 21-22.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Online Public Comments	--	--	--	--	--
Number of Online Public Comments Translated	--	--	--	--	--

New measure: Data will begin to be collected in FY 21-22.

Issuer Credit Rating from Moody's and Standard & Poor's

Retaining the County's AAA credit rating ensures that the County is able to attain favorable financing. The County is one of only two in the State with a AAA rating. The strong rating means the County can borrow money at low interest rates to finance major capital projects such as Cordilleras Mental Health Center and the Navigation Center, saving taxpayer dollars. By measuring the County's credit rating, the County assures its commitment to fiscal responsibility and innovation in service delivery. The County was able to maintain the high credit ratings through its proactive fiscal management practices.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Issuer Credit Rating from Moody's and Standard & Poor's	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA

County Manager/Clerk of the Board (1200D)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	2,275,720	1,903,842	9,521,745	10,604,957	1,083,212	10,605,355	398
Use of Money and Property	24,360	20,851	25,000	25,000	—	25,000	—
Intergovernmental Revenues	972,967	827,687	2,233,028	3,913,007	1,679,979	3,913,007	—
Charges for Services	175,652	271,812	106,250	156,250	50,000	156,250	—
Interfund Revenue	560,580	474,603	1,211,623	817,641	(393,982)	859,366	41,725
Miscellaneous Revenue	12,083	205,358	117,000	117,000	—	117,000	—
Total Revenue	**4,021,363**	**3,704,153**	**13,214,646**	**15,633,855**	**2,419,209**	**15,675,978**	**42,123**
Fund Balance	4,480,588	4,521,222	3,920,702	4,196,690	275,988	4,196,690	—
Total Sources	**8,501,951**	**8,225,375**	**17,135,348**	**19,830,545**	**2,695,197**	**19,872,668**	**42,123**
Salaries and Benefits	9,979,520	12,440,140	13,817,597	16,625,880	2,808,283	16,746,435	120,555
Services and Supplies	6,023,686	7,722,729	16,946,043	17,822,150	876,107	17,875,819	53,669
Other Charges	1,314,206	1,556,123	1,416,515	2,716,334	1,299,819	2,750,715	34,381
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	88,754	1,754	—	—	—	—	—
Other Financing Uses	33,357	33,928	36,019	270,183	234,164	271,766	1,583
Gross Appropriations	**17,439,523**	**21,754,675**	**32,216,174**	**37,434,547**	**5,218,373**	**37,644,735**	**210,188**
Intrafund Transfers	(3,337,807)	(4,881,046)	(5,514,498)	(5,110,091)	404,407	(5,125,734)	(15,643)
Net Appropriations	**14,101,715**	**16,873,629**	**26,701,676**	**32,324,456**	**5,622,780**	**32,519,001**	**194,545**
Contingencies/Dept Reserves	3,689,105	3,506,619	3,721,081	4,196,690	475,609	4,196,690	—
Non-General Fund Reserves	—	—	—	—	—	—	—
Total Requirements	**17,790,820**	**20,380,248**	**30,422,757**	**36,521,146**	**6,098,389**	**36,715,691**	**194,545**
Net County Cost	**9,288,869**	**12,154,873**	**13,287,409**	**16,690,601**	**3,403,192**	**16,843,023**	**152,422**
Salary Resolution	58.0	72.0	77.0	81.0	4.0	81.0	—
Funded FTE	58.0	72.0	76.9	80.9	4.0	80.9	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increase by $2,695,197 or 15.7 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is an increase of $1,083,212 in this funding source due to adjustments to Measure K allocations, a new Fire Mitigation Measure K project beginning in FY 2021-22, and the addition of a partially-funded Measure K position in the Office of Emergency Services.

Use of Money and Property

There is no change in this funding source.

Intergovernmental Revenues

There is a net increase of $1,679,979 in this funding source primarily due to an increase in the amount of $1,789,979 due to the transfer of the Office of Emergency Services to the County Manager's Office. This increase is partially offset by a decrease in the amount of $110,000 due to the removal of one-time grant funds for the Metropolitan Transportation Commission Priorities Conservation Area Grant project.

Charges for Services

There is an increase of $50,000 in this funding source due to the transfer of the Office of Emergency Services to the County Manager's Office.

Interfund Revenue

There is a decrease of $393,982 in this funding source due to a decrease in revenue collected from County departments in the Revenue Services Division of the Office.

Miscellaneous Revenue

There is no change in this funding source.

Fund Balance

There is an increase of $275,988 in this funding source due to projected unspent appropriations at the end of FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements increase by $6,098,389 or 20 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $881,744 in this expenditure category primarily due to the transfer of the Office of Emergency Services personnel to the County Manager's Office in FY 2020-21; the addition of the Chief Equity Officer; and negotiated salary and benefit increases, including merit increases.

Services and Supplies

There is a net increase of $876,107 in this expenditure category primarily due to an increase in operating expenses from the transfer of the Office of Emergency Services to the County Manager's Office in the amount of $1,760,890. This increase is partially offset by a reduction in the amount of $500,000 in program activities expenses, a decrease in the amount of $203,553 in professional contract services, a decrease in the amount of $110,000 in planning and environmental services, and a decrease in the amount of $71,230 in other miscellaneous operating expenses.

Other Charges
There is a net increase of $1,299,819 in this expenditure category primarily due to increases of $562,324 in rental charges; $373,495 in radio service charges; $135,646 in ISD charges; $85,393 in leased facility rental charges; $72,261 in motor vehicle mileage charges; and $80,547 in other service charges. This increase is partially offset by decreases of $9,663 in telephone service charges and $184 in miscellaneous charges.

Other Financing Uses
There is an increase of $234,164 in this expenditure category primarily due to an increase in debt service in the amount of $182,853 and an increase in the 10 percent facility surcharge in the amount of $51,311.

Intrafund Transfers
There is a net decrease of $2,330,946 in this expenditure category primarily due to a decrease of $1,000,000 in the Office of Community Affairs that was allocated for Census 2020 activities and a decrease of $882,412 in other Intrafund transfers for one-time projects. This decrease is partially offset by an increase in the amount of $80,000 in the Revenue Services Division due to an increase in reimbursement for collection services provided to clients.

Contingencies/Departmental Reserves
There is an increase of $475,609 in this expenditure category for the General Fund budget units due to the transfer of year-end Fund Balance to Reserves. The balance in General Fund Reserves represents 13 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST
There is an increase of $3,403,192 or 25.6 percent in this department's General Fund allocation primarily due to the transfer of the Office of Emergency Services from the Sheriff's Office to the County Manager's Office.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources increase by $42,123 or 0.2 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is an increase in the amount of $398 in this funding source due to an increase in the Measure K allocation for the outreach coordinator position.

Use of Money and Property
There is no change in this funding source.

Intergovernmental Revenues
There is no change in this funding source.

Charges for Services
There is no change in this funding source.

Interfund Revenue
There is an increase of $41,725 in this funding source due to an increase in collection revenue received by Revenue Services.

Miscellaneous Revenue
There is no change in this funding source.

Fund Balance
There is no change in this funding source.

TOTAL REQUIREMENTS
Total Requirements decrease by $194,545 or 0.5 percent from the FY 2021-22 Recommended Budget to the FY 2022-23 Preliminary Recommended Budget due to the following changes.

Salaries and Benefits
There is an increase in the amount of $104,112 in this expenditure category due to the annualization of positions added in FY 2021-22 and annual merit increases.

Services and Supplies
There is a net increase in the amount of $53,669 in this expenditure category primarily due to increases of $35,488 in contract expenses; $20,900 for postage and mailing expenses; and $23,633 in other operating expenses. This increase is partially offset by a decrease in the amount of $26,352 in special projects.

Other Charges
There is a net increase in the amount of $34,381 in this expenditure category primarily due to an increase in the amount of $30,663 in County facility rental charges and an increase in the amount of $16,918 in miscellaneous charges. This increase is partially offset by a decrease in the amount of $13,200 in general liability insurance.

Other Financing Uses
There is an increase of $1,583 in this expenditure category due to an increase of $255 in debt service transfers and an increase of $1,328 in the 10 Percent Facility Surcharge.

Intrafund Transfers
There is a net decrease of $800 in this expenditure category due to an increase in reimbursement for collection services provided to clients.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in General Fund Reserves represents 12.9 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST
There is an increase of $152,422 or 0.9 percent in this department's General Fund allocation.

County Management (1210P)

Program Locator

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

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 the preparation and administration of the County budget; legislative and grant program; communications and civic engagement efforts; performance management; leadership of multi-departmental and countywide initiatives; and coordination of the activities of County departments. This Program oversees County Manager/ Clerk of the Board functions and supports operating departments.

The Program's priorities are to continue to work with departments and community partners in responding to the COVID-19 pandemic by ensuring that vaccines will be available to all who want to be vaccinated; develop a long-term response to the recovery from the pandemic; encourage the community to continue to safeguard against COVID-19 and its variants; and prioritize equity in the county's response efforts.

Beyond the pandemic, the County Manager's Office continues to strive to innovate, change government, promote wellness and equity, and Create a Remarkable Experience (C.A.R.E.) for its residents and employees. The hiring of a County Wellness Officer and Chief Equity Officer will support the Program's achievement of these goals.

The County continues to maintain the highest credit ratings through its proactive fiscal management practices. Legislative priorities continue to be protecting local revenues, advocating for full reimbursement of state-mandated services, and advocating against adverse federal policy changes and programmatic funding reductions. In addition, the County contributes support towards integration of services, data sharing, funding flexibility, and elimination of requirements to better coordinate services and care for vulnerable low-income county residents.

Preparation of a two-year budget will continue so that there is time to review goals and accomplishments and prioritize resources towards performance improvement.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

County Management (1210P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	4,909,335	5,632,152	12,878,722	13,508,369	629,647	13,508,767	398
Total Requirements	10,687,327	13,319,411	22,001,424	23,477,938	1,476,514	23,556,044	78,106
Net County Cost	5,777,992	7,687,259	9,122,702	9,969,569	846,867	10,047,277	77,708
Salary Resolution	26.0	39.0	40.0	41.0	1.0	41.0	–
Funded FTE	26.0	39.0	40.0	40.9	0.9	40.9	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: a cost of living adjustment for Measure K funded initiatives: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $4,293,145. Net funding adjustments in FY 2022-23 total $4,273,824.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(11,043,426)	(4,196,292)
Gross Appropriations	(7,750,281)	77,532
Intrafund Transfers	1,000,000	–
Contingencies/Dept Reserves	–	–
Net County Cost	4,293,145	4,273,824
Positions	–	–

2. Chief Equity Officer: This action adds the Chief Equity Officer who will be responsible for implementing programs, policies, and practices that advance systematic changes to address the cumulative impacts of institutional and structural inequities.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	274,801	292
Intrafund Transfers	–	–
Net County Cost	274,801	292
Positions	1	–

3. Accountant II: This action adds one Accountant I/II who will be responsible for the day to day accounting for the Office of Emergency Services as well as the Big Lift, both of which are new responsibilities that have been transferred to the CMO. This position will be covered with Measure K funding and a reimbursement from the Office of Emergency Services.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	76,383	–
Gross Appropriations	76,385	282
Intrafund Transfers	–	–
Net County Cost	2	282
Positions	1	–

4. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,196,690	4,196,690
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	475,609	–
Net County Cost	(3,721,081)	(4,196,690)
Positions	–	–

5. Measure K Rollover - Middlefield Road Streetscape Project: This action rolls forward estimated Measure K balance to cover the Middlefield Road Streetscape Project.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	7,400,000	—
Gross Appropriations	7,400,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	629,647	398
Gross Appropriations	905	78,106
Intrafund Transfers	1,000,000	—
Contingencies/Dept Reserves	475,609	—
Net County Cost	846,867	77,708
Positions	2	—

Clerk of the Board (1215P)

Program Locator

County > Administration and Fiscal Services > County Manager/Clerk of the Board > **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.

Since 2017, the Clerk of the Board division has used Granicus as the agenda management system for the Board of Supervisors and several County boards and commissions. Clerk of the Board staff have worked closely with all agenda system users on creating items in the system, approving workflow sequences, and retrieving signed, executed documents after Board approval. The agenda management system is working exceptionally well for the Board of Supervisors and for the public. Viewers can livestream Board meetings remotely, and those in Board Chambers are able to follow along when items, motions, and speakers are displayed on the screens.

In March 2020, due to the COVID-19 pandemic, all Board meetings transitioned to a virtual process. To continue to hear from the public, the Division began using Zoom to hear live public comments and utilized e-mail to receive written comments, which were provided to the Board and made available to the public before, during, and after the meetings. These processes provided and continue to provide an equitable and accessible solution to receive public input during the pandemic. The division is currently looking into the continuing utilization of both Zoom and live meetings after the pandemic to provide residents and staff the with additional resources and options to be heard and informed.

In addition, as part of the transition to Granicus, the Clerk of the Board division migrated its records management data to the new system, which is accessible to the public on the Board of Supervisors' agenda management website. The public now has instant access to Board resolutions, agreements, and ordinances dating back to the year 1901.

The Assessment Appeals Board (AAB) staff have been diligently working to reduce the appeals backlog in order to avoid two-year deadlines due to the impact of COVID-19. This will remain a priority during FYs 2021-23. Almost half of the open appeals are from one applicant dating back to tax year 2006. Beginning in October 2020, staff facilitated the AAB's move to online virtual hearings. For the current tax year, staff have been able to close about 46 open appeals per month. As with the Board of Supervisor meetings, Assessment Appeals is currently looking into a hybrid model of offering both in-person and virtual hearings after the pandemic response.

Performance Measures

Number of Public Comments at Board of Supervisors Meetings

This performance measure assesses online public engagement during Board of Supervisors (Board) meetings. Specifically, this measures the number of public comments submitted either in written or verbal form, as well as the number of instances remote language translation was provided. Online broadcasting of Board meetings aims to allow greater civic engagement across the County's diverse population, regardless of location and chosen language. This measure would help the County better understand the efficacy of its efforts to make Board proceedings more accessible to the public.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Online Public Comments	--	--	--	--	--
Number of Online Public Comments Translated	--	--	--	--	--

New measure: Data will begin to be collected in FY 21-22.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Clerk of the Board (1215P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	116,904	135,792	180,000	180,000	—	180,000	—
Total Requirements	771,714	683,904	1,232,027	1,354,189	122,162	1,355,726	1,537
Net County Cost	654,810	548,112	1,052,027	1,174,189	122,162	1,175,726	1,537
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	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23 including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions and a decrease in internal service charges. Net funding adjustments in FY 2021-22 total $122,162. Net funding adjustments in FY 2022-23 total $1,537.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	—	—
Gross Appropriations	122,162	1,537
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	122,162	1,537
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	122,162	1,537
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	122,162	1,537
Positions	—	—

Special Projects and Grants (1217P)

Program Locator

County > Administration and Fiscal Services > County Manager/Clerk of the Board > **Special Projects and Grants**

Program Outcome Statement

Support the Students With Amazing Goals (SWAG) grant, manage other funds for special projects, and administer County memberships and contributions

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. Students With Amazing Goals (SWAG) is an Edward Byrne Memorial Justice Assistance Grant (JAG) program that provides comprehensive case management, educational support, mentoring, life skills, physical and mental health, leadership, and other services to high school-aged youth in East Palo Alto and the Belle Haven neighborhood of Menlo Park who are at risk of not graduating. The goal is to ensure that youth who are credit deficient, at-risk of not graduating, and/or on probation receive academically-rigorous and culturally-relevant pro-social support to stay in school and graduate. Program goals include: reducing absenteeism rates among program participants by 50 percent; reducing absenteeism rates among non-probation youth enrolled in the program by 50 percent; a 90 percent graduation rate among fifth year seniors; and a 90 percent program completion rate for all program participants.

Performance Measures

Percent of Participating Students Graduating High School and Experiencing Reduced Truancy Rates

Students With Amazing Goals (SWAG) is an Edward Byrne Memorial Justice Assistance Grant (JAG) program that provides comprehensive case management, educational support, mentoring, life skills, physical and mental health, leadership, and other services to high school-aged youth at risk of not graduating and living in East Palo Alto and the Belle Haven neighborhood of Menlo Park. The goal is to ensure that youth who are credit deficient, at-risk of not graduating, and/or on probation receive academically rigorous and culturally relevant pro-social support to stay in school and graduate. Program goals include: reducing absenteeism rates among program participants by 50 percent; reducing absenteeism rates among non-probation youth enrolled in the program by 50 percent; a 90 percent graduation rate among fifth year seniors; and a 90 percent program completion rate for all program participants.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Participants Graduating from High School, Including 5th Year Seniors	90%	90%	90%	90%	90%
Percent of Reduction of Truancy / Chronic Absenteeism or Increased Attendance	50%	50%	50%	50%	50%

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-2021 Estimate	Latinx	African American / Black	Asian / Pacific Islander
Program Participant Racial / Ethnic Demographics	72%	20%	8%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Special Projects and Grants (1217P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,716,161	1,099,072	2,744,903	3,266,386	521,483	3,266,386	—
Total Requirements	2,427,046	2,622,840	3,575,252	4,096,735	521,483	4,096,735	—
Net County Cost	710,885	1,523,769	830,349	830,349	—	830,349	—

1. Adjustments to Provide Current Level Services: There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	21,483	—
Gross Appropriations	21,483	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

2. Measure K - Fire Mitigation: This action adds Measure K funding in order to study fire mitigation solutions within the county.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	500,000	—
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	521,483	—
Gross Appropriations	521,483	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

Office of Emergency Services (1219P)

Program Locator

County > Administration and Fiscal Services > County Manager/Clerk of the Board > **Office of Emergency Services**

Program Outcome Statement

Provide effective emergency services to San Mateo County

Program Results

On September 2020, the County Manager announced the transition of the Office of Emergency Services (OES) back to the County Manger's Office. OES provides comprehensive emergency management that coordinates County resources to protect lives, property, and the environment through mitigation, preparedness, response, and recovery from all disasters and hazards.

OES will continue to coordinate with the Sheriff's Office Emergency Services Bureau (ESB) as needed. OES utilizes department funds to train, equip, and prepare San Mateo County and its residents from all types of hazards, including citizen participation in Community Emergency Response Team (CERT) training, first responder drills, and other planning efforts. OES oversees the SMC Alert notification system to provide text, voice, and e-mail messages during emergency situations and works in concert with San Mateo County Public Safety Communications (PSC) dispatchers when messages are transmitted.

OES moved to a brand new seismically safe Regional Operations Center (ROC) weeks before COVID-19 impacted the entire world in early March 2020. The building can withstand a violent earthquake and has built-in redundant power and water capability to sustain personnel working for long periods. OES and the Sheriff's Office ESB occupy the ground floor while PSC occupies the top floor. The ROC has served as a hub multiple significant events in FY 2020-21 including: COVID-19, the CZU complex fire, five large wildland fires, multiple public safety power shutoff (PSPS) events, post fire debris flow/flooding from rain, and civil unrest mobilization. At the time of publication, the Emergency Operations Center (EOC) based at the ROC will have been operating for 15 straight months, which is unprecedented. Many of the aforementioned events occurred at the same time requiring coordination across multiple County departments and surrounding partner agencies.

The new budget cycle will bring with it many new initiatives including an extensive update to the 2016 Local Hazard Mitigation Plan (LHMP). The 2021 five-year plan update will become a multijurisdictional or MJLHMP plan that includes all cities and towns in the county, and 17 partner agencies. It will be the first time that all cities and towns are under one plan and includes more annex partners than ever before. This effort will put the county and its partners in a very good position for FEMA reimbursement after a catastrophic event.

Also underway is an analysis of OES best practices that will soon be made available and will become a blueprint for achieving a high level of oversight for day-to day management, including oversight for hundreds of plan documents, expansion of grant opportunities, a higher level of employee accountability, more extensive outreach to emergency preparedness partners, and overall accountability and evaluation of a highly regarded accreditation program.

Performance Measures

No Measures for FY 21-23 May Book

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Office of Emergency Services (1219P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	–	–	–	2,084,049	2,084,049	2,084,049	–
Total Requirements	–	–	–	4,186,758	4,186,758	4,249,063	62,305
Net County Cost	–	–	–	2,102,709	2,102,709	2,165,014	62,305
Salary Resolution	–	–	8.0	10.0	2.0	10.0	–
Funded FTE	–	–	8.0	10.0	2.0	10.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures. The Office of Emergency Services is moving from the Sheriff's Office 3055P to the Office of the County Manager, shifting a total of eight positions effective 7/1/2021. Net funding adjustments in FY 2021-22 total $1,658,568. Net funding adjustments in FY 2022-23 total $61,727.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	2,007,666	–
Gross Appropriations	3,666,234	61,727
Intrafund Transfers	–	–
Net County Cost	1,658,568	61,727
Positions	–	–

2. OES Director: This action transitions an Office of Emergency Services (OES) Director from the Sheriff's Office to OES.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	301,090	292
Intrafund Transfers	–	–
Net County Cost	301,090	292
Positions	1	–

3. Administrative Assistant II : This action adds one Administrative Assistant II position to directly support the OES Director position. OES is currently transitioning from the Sheriff's Office to the County Manager's Office.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	143,051	286
Intrafund Transfers	–	–
Net County Cost	143,051	286
Positions	1	–

4. Accountant I/II 1/2 Time: This action reimburses the County Managers Office for half-time of one Accountant I/II who will be responsible for the day to day accounting for the Office of Emergency Services as well as the Big Lift, both of which are new responsibilities that have been transferred to the CMO. The funding for the other half of this position will be covered with Measure K funds.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	76,383	–
Gross Appropriations	76,383	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	2,084,049	–
Gross Appropriations	4,186,758	62,305
Intrafund Transfers	–	–
Net County Cost	2,102,709	62,305
Positions	2	–

Project Development Unit (1230P)

Program Locator

County > Administration and Fiscal Services > County Manager/Clerk of the Board > **Project Development Unit**

Program Outcome Statement

Pursue excellence by delivering buildings and other County infrastructure that are functional, aesthetically appropriate, cost-effective, sustainable, inspiring, and compatible with the County of San Mateo's mission and policies

Program Results

In FY 2019-2021, the Project Development Unit (PDU) successfully oversaw construction completion on the Regional Operations Center (ROC), Animal Shelter, San Mateo Medical Center Nursing Wing and Central Plant, Sanchez-Adobe Visitor's Center, and Lathrop House Relocation. PDU also oversaw substantial construction on Parking Structure 2, which is slated for opening September 2021.

In addition, PDU successfully led completion of design and permitting on the South San Francisco Wellness Center, which is shovel-ready and poised for construction, and the replacement Cordilleras Mental Health Facility, for which construction began in Winter 2020. A revised County Office Building 3 design was also developed, existing buildings on the COB3 site were demolished, and wood frame erection on the zero-net-energy, mass timber building is projected for Winter 2021. PDU also completed substantial feasibility and planning work for multiple projects in the pipeline including the Maple Street Navigation Center, Pescadero Fire Station, and Fire Station 17 replacement.

During FY 2019-21, PDU incorporated sustainable building and design strategies into its projects including the development and deployment of electric vehicle infrastructure, development of designs meeting prevailing all-electric codes, certification as LEED Silver or better, design targeting Zero-Net-Energy, adoption of green infrastructure, the use of sustainable building materials, and adoption of leading design practices promoting wellness, such as the increased access to natural light and fresh air.

During the same time period, PDU incorporated equitable design criteria into its projects including gender neutral restrooms for all projects, the inclusion of lactation rooms, the inclusion of accessible public space, and the design of buildings that provide fresh air, sunlight, and access to private spaces to all members of workforce.

PDU priorities for FY 2021-23 include advancement of design and construction on projects pending completion with focus on inclusion of sustainable and equitable design criteria and the creation of modern and flexible facilities that will stand the test of time.

Performance Measures

Number of Sustainable Building and Design Strategies and Equitable Design Criteria Adopted for Projects

During FY 2019-21, the Program incorporated equitable design criteria into its projects including gender neutral restrooms for all projects, the inclusion of lactation rooms, the inclusion of accessible public space, and the design of buildings that provide fresh air, sunlight, and access to private spaces to all members of workforce. The inclusion of sustainable and equitable design criteria and the creation of modern and flexible facilities that will stand the test of time will continue to be a priority for FYs 2021-23..

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Adoption of Sustainable Building & Design Strategies (Goal = 4)	--	--	7	7	7
Adoption of Equitable Design Criteria (Goal = 2)	--	--	4	2	2

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Project Development Unit (1230P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	(64,328)	41,633	—	—	—	—	—
Total Requirements	2,080,854	2,164,945	2,282,331	2,613,785	331,454	2,624,657	10,872
Net County Cost	2,145,182	2,123,312	2,282,331	2,613,785	331,454	2,624,657	10,872
Salary Resolution	7.0	8.0	7.0	7.0	—	7.0	—
Funded FTE	7.0	8.0	7.0	7.0	—	7.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and the elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $331,454. Net funding adjustments in FY 2022-23 total $10,872.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	—	—
Gross Appropriations	331,454	10,872
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	331,454	10,872
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	331,454	10,872
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	331,454	10,872
Positions	—	—

CMO Revenue Services (1270B)

Program Locator

County > Administration and Fiscal Services > County Manager/Clerk of the Board > **Revenue Services**

Program Outcome Statement

Increase County revenue by performing debt collection services

Program Results

Revenue Services' primary goal is to continue to support agencies and departments in their effort to recover revenue owed by providing timely, professional, and cost-effective collection services. In FY 2019-21, Revenue Service provided revenue recovery for 15 public sector clients.

In the coming fiscal year, the Division is focused on creating a cost recovery business model that balances expenditures with anticipated revenue, ensures sustainable commission rates, and seeks out new business. These efforts are made in the context of reduced revenue collection opportunities primarily caused by legislative changes.

Revenue Services is also committed to improving its services by incorporating new payment locations and methods, as well as overhauling the Division website to allow for easier payment transactions, better navigation, and improved accessibility. In addition, updates to collection software and telephone systems will ensure smoother payment collection and processing.

Performance Measures

Total Number of Payments Made

Revenue Services seeks to expand payment options to be more inclusive of people who cannot access traditional banking options, expand the number of payment locations to make in-person payments more accessible to people who are mobility restricted, and simplify online payment options. Once collected, the data will help Revenue Services understand customer trends and more accurately adjust service offerings to ensure that the Division meets the needs of a diverse community. This data is new, but overall collection totals and client satisfaction can be measured from pre-roll out baseline.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Total Number of Payments Made	--	--	26,250	25,000	23,500

Performance Measure's Equity Lens- 2020-21 Estimate	Online	In-Person	RWC Kiosk	SSF Kiosk	Phone
Payment Method	91%	2%	--	--	7%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

CMO Revenue Services (1270B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,823,879	1,316,726	1,331,723	791,741	(539,982)	833,466	41,725
Total Requirements	1,823,879	1,589,147	1,331,723	791,741	(539,982)	833,466	41,725
Net County Cost	—	272,421	—	—	—	—	—
Salary Resolution	22.0	22.0	19.0	19.0	—	19.0	—
Funded FTE	22.0	22.0	19.0	19.0	—	19.0	—

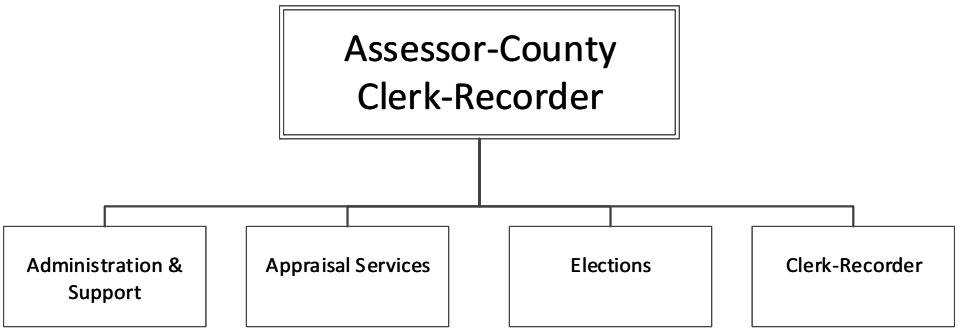
1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. There are no net funding adjustments in FY 2021-22 and FY 2022-2023.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(539,982)	41,725
Gross Appropriations	55,611	57,368
Intrafund Transfers	(595,593)	(15,643)
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(539,982)	41,725
Gross Appropriations	55,611	57,368
Intrafund Transfers	(595,593)	(15,643)
Contingencies/Dept Reserves	—	—
Non-General Fund Reserves	—	—
Net County Cost	—	—
Positions	—	—

ASSESSOR-COUNTY CLERK-RECORDER



Department Locator

County > Administration and Fiscal Services > **Assessor-County Clerk-Recorder-Elections**

Mission Statement

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; preserve and protect 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 Program produces equitable, timely, and accurate tax roll assessments of real and personal property that generate property tax revenues. In turn, these revenues fund the delivery of essential community services for local governments, schools, community colleges, and special districts. Staff within this division defend the County's valuations before the Assessment Appeals Board and Courts. The Assessor Roll Tracker provides real-time roll data being prepared for land and improvement secured roll changes, which benefits local government in managing revenue changes and impacts of appeals.

The Elections Program serves as a resource for voting and registration information. The division also promotes civic involvement in the election process by registering eligible voters and conducting transparent and accurate elections for local, state, and federal governments, as well as the San Mateo County Employees' Retirement Association (SamCERA). In March and November 2020, the Elections Program leased a new state certified voting system which was the first update to the county's voting technology since 2006. The Elections Program worked with the Silicon Valley Community Foundation who coordinated with non-profit Community Based Organizations to provide community outreach and engagement services in an effort to increase San Mateo County voter participation, and to provide voter education and outreach, with a focus on lower turnout voter precincts.

The Clerk-Recorder Program 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; 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 Program provides the Assessor, County Clerk-Recorder, and Elections divisions with administrative, fiscal, and technological support, as well as communication and legislative leadership.

Department Innovations

COVID-19 innovations: In 2020, ACRE staff developed and implemented several unplanned projects to meet emergency orders for COVID-19 needs. Clerk-Recorder began issuing marriage licenses virtually and conducting virtual weddings. The Clerk-Recorder's office also recently implemented a 'chat" function to its website which allows the public to have real-time conversations via text for assistance. New applications were implemented to start serving the public by appointments. Over 85 Assessor and BOE forms were implemented using the DocuSign so constituents could submit forms virtually at any time of day. The Salesforce cloud Business Plan submission portal was implemented and won a 2020 STARS Green award.

Election innovations: The Election Division evaluated, selected, leased, and implemented a new voting system from Dominion Voting Systems, Inc. which was first used in the November 5, 2019 Consolidated Municipal, School, and Special District Election. This was the first new voting system update since 2006. Other Elections innovations during the last two years included a new Mobile Voter Center, real-time GPS tracked ballot boxes, wait time widget, voter database backup to maintain voting during internet outages, and improved Vote Center routers with greater bandwidth and failover technology.

Performance Measures

ACRE Staff Equity Education and Training

Equity is a crucial component of how ACRE operates.

The definition of equity is:Equity is realized when a persons identity, including race, ethnicity, gender, age, ability, sexual orientation or expression, does not determine their life outcomes or opportunities, and outcomes for all groups are improved.

Performance Measure Objective:That ACRE employees support and understand the principles of equity in the performance and delivery of ACRE services. The Performance Measure is the percentage of employees that take an equity related class, read an equity related book, or listen to an equity-based presentation (e.g. Ted Talk).

New Measure: Prior year data is not available

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of ACRE Staff with Completed Equity Education and Training	-	-	-	80%	80%

New Measure: Prior year data is not available

ACRE Form Usage

The California Property Tax system can be confusing and daunting to many taxpayers, especially to low income and language minority residents. The Board of Equalization (BOE) prescribes approximately ~ 80 BOE forms for property taxation purposes covering exemption claims, exclusions, and changes in ownership. In addition, the Assessors office has ~ 30 internal forms, which are relied on to collect information from taxpayers. Timely filing of these forms can provide tax relief or avoid tax penalties in numerous cases.

The Assessor division proposes to define a Performance Measure to help the department better understand the usage of such forms and, with this data, provide FAQs and Instructions in English and if feasible, in other Languages to assist clients who may not be able to afford professional assistance.

Equity Lens/Disaggregated Data: In order to assist Low Income and Language Minority Residents, the Assessor Division must determine the most used and downloaded forms in order to prioritize training and translation opportunities in the future.

New Measure: Prior year data is not available

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Total Number of ACRE Forms Downloaded and Signed	-	-	-	12,000	12,000

Performance Measure's Equity Lens	Most Downloaded Form #1	Most Downloaded Form #2	Most Downloaded Form #3	Most Downloaded Form #4	Most Downloaded Form #5
The Most Used and Downloaded Forms in Order to Prioritize Training and Translation Opportunities in the Future	-	-	-	-	-

New Measure: Prior year data is not available

County Voting Accessibility Advisory Committee Meetings

Data on election accessibility is vital in the identification of disabilities prevalent in the County and in specific geographic areas. ACRE plans to integrate a disability lens to engage voters with disabilities and build more inclusive elections. The County Voting Accessibility Advisory Committee offers insights into the awareness of alternative voting methods and evolving on-site accessibility requirements.

Performance Measures

One in four Americans have a disability, The range of experience the ADA identifies learning disabilities, dwarfism, and autism spectrum disorder among the scores the diversity within the disability community. Obtaining an all-inclusive cognizance of how each disability need can be met is essential.

ACRE will seek information from members of our Voting Accessibility Advisory Committee. Census/ American Community Survey (ACS) and the Survey of Income and Program Participation, as well as data from the County and community-based organizations will be used for comparison. ACRE is learning that many federal agencies issue regulations on sections of the ADA, including the Department of Justice, Equal Employment Opportunity Commission, the Department of Transportation and Federal Communications Commission. ACRE may find information from these agencies online.

New Measure: Data collection started in FY 2019-20

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of County-Wide Improvement Initiatives Executed	-	4	4	4	4

New Measure: Data collection started in FY 2019-20

Assessor-County Clerk-Recorder (1300B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	97,077	110,592	809,000	20,000	(789,000)	20,000	—
Charges for Services	14,321,197	12,662,005	13,158,963	12,442,828	(716,135)	17,305,778	4,862,950
Interfund Revenue	86,712	529,853	459,634	4,672,099	4,212,465	2,160,409	(2,511,690)
Miscellaneous Revenue	27,364	32,220	24,000	11,500	(12,500)	22,000	10,500
Total Revenue	**14,532,350**	**13,334,671**	**14,451,597**	**17,146,427**	**2,694,830**	**19,508,187**	**2,361,760**
Fund Balance	4,160,210	3,643,744	3,362,107	1,822,765	(1,539,342)	1,431,006	(391,759)
Total Sources	**18,692,560**	**16,978,415**	**17,813,704**	**18,969,192**	**1,155,488**	**20,939,193**	**1,970,001**
Salaries and Benefits	22,006,965	24,557,297	27,952,133	29,120,348	1,168,215	29,237,427	117,079
Services and Supplies	6,476,626	10,210,847	12,517,489	17,188,983	4,671,494	8,561,761	(8,627,222)
Other Charges	1,561,028	2,406,413	2,467,162	2,819,129	351,967	2,429,796	(389,333)
Fixed Assets	1,895,748	2,456,946	5,670,135	12,311,042	6,640,907	1,556,064	(10,754,978)
Other Financing Uses	535,652	511,199	577,085	577,085	—	577,085	—
Gross Appropriations	**32,476,019**	**40,142,703**	**49,184,004**	**62,016,587**	**12,832,583**	**42,362,133**	**(19,654,454)**
Intrafund Transfers	(7,292,506)	(10,381,001)	(16,497,667)	(27,323,069)	(10,825,402)	(5,262,941)	22,060,128
Net Appropriations	**25,183,513**	**29,761,702**	**32,686,337**	**34,693,518**	**2,007,181**	**37,099,192**	**2,405,674**
Contingencies/Dept Reserves	1,431,006	1,431,006	1,431,006	1,431,006	—	1,431,006	—
Total Requirements	**26,614,519**	**31,192,708**	**34,117,343**	**36,124,524**	**2,007,181**	**38,530,198**	**2,405,674**
Net County Cost	**7,921,959**	**14,214,294**	**16,303,639**	**17,155,332**	**851,693**	**17,591,005**	**435,673**
Salary Resolution	130.0	155.0	155.0	156.0	1.0	156.0	—
Funded FTE	130.0	155.0	154.9	156.0	1.1	156.0	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $1,155,488 or 6.5 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of $789,000 in this funding source due to removal of a one-time Elections COVID-19-related grant in FY 2020-21.

Charges for Services

There is a net decrease of $716,135 in this funding source due to lower Election reimbursements from the jurisdictions since FY 2020-21 had the large Presidential General Election. This decrease was partially offset by an increase in the Clerk-Recorder Document Recording Fees and the Appraisal Services Supplemental Tax Administration Fees.

Interfund Revenue

There is a net increase of $4,212,465 in this funding source due to the trust fund funding for the Clerk-Recorder's Preservation of Historical Documents Project and the trust fund funding for the Election voting equipment lease.

Miscellaneous Revenue

There is a net decrease of $12,500 in this funding source due to lower Elections Miscellaneous Revenue.

Fund Balance

There is a net decrease of $1,539,342 in this funding source due to lower budget savings.

TOTAL REQUIREMENTS

Total Requirements increased by $2,007,181 or 5.9 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,168,215 in this expenditure category due to the additional position of an Accountant I/II. Additional Election expense increased due to the Gubernatorial Recall and Gubernatorial Primary Elections.

Services and Supplies

There is a net increase of $4,671,494 in this expenditure category due primarily to the Assessor Property Assessor System (APAS) Project.

Other Charges

There is a net increase of $351,967 in this expenditure category due to increases in Information Systems Department charges.

Fixed Assets

There is a net increase of $6,640,907 due to the Assessor Property Assessment System (APAS) Project and the Clerk-Recorder Preservation of Historical Documents Shelving Project.

Other Financing Uses

There is no change in this expenditure category.

Intrafund Transfers
There is a net increase of $10,825,402 in this expenditure category due to higher Election costs from the Gubernatorial Recall and Gubernatorial Primary Elections and APAS.

Contingencies/Departmental Reserves
There is no change in this expenditure category. The balance in General Fund Reserves represents 4.1 percent of Net Appropriations. There are no changes to Non-General Fund Reserves.

NET COUNTY COST
There is an increase of $1,681,078 or 12.2 percent in the Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources increased by $1,970,001 or 10.4 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary 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 $4,862,950 in this funding source due to the Gubernatorial General Election

Interfund Revenue
There is a net decrease of $2,511,690 in this funding source due to the removal of one-time Historical Preservation of Documents Project trust fund transfer in FY 2021-22.

Miscellaneous Revenue
There is a net increase of $10,500 in this funding source due to Elections Miscellaneous Revenue.

Fund Balance
There is no change in this funding source.

TOTAL REQUIREMENTS
Total Requirements increased by $2,405,674 or 6.7 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $117,079 in this expenditure category due to costs of living increases.

Services and Supplies
There is a net decrease of $8,627,222 in this expenditure category due to the APAS.

Other Charges
There is a net decrease of $389,333 in this expenditure category due to decreased APAS building lease costs.

Fixed Assets
There is a net decrease of $10,754,978 due to the removal of costs associated with APAS and the Historical Preservation of Documents Shelving Project in FY 2021-22.

Other Financing Uses

There is a no change in this expenditure category.

Intrafund Transfers

There is a net decrease of $22,060,128 in this expenditure category due to the Assessor Property Assessment System and lower intrafund transfer Elections costs for the Gubernatorial General Election.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 3.9 percent of Net Appropriations. There are no changes to Non-General Fund Reserves

NET COUNTY COST

There is an increase of $435,673 or 2.5 percent in this Department's General Fund allocation.

Appraisal Services (1310P)

Program Locator

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

Program Outcome Statement

Equitable, timely, and accurate property tax assessment rolls

Program Results

The Appraisal Services Program produced a local property assessment roll of $255.1 billion in 2020-21, up $16.7 billion or seven percent from the previous year. The assessment roll resulted in approximately $2.6 billion in property taxes, of which approximately $638 million is the County's share.

Annually, the Appraisal Services Program 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 Fiscal Year 2019-20, staff processed 41,333 transfer, sale, new construction, and remodel events that occurred when properties changed ownership, were newly constructed or altered by a remodel, and reviewed 1,205 properties for declines in value. Staff also audited 174 major businesses for declaration compliance and reviewed 14,100 annual business property declarations to accurately enroll business property asset acquisitions and disposals. Tax relief was provided to 43 property owners whose property was damaged or destroyed due to a disaster. Additionally, the Program provided 1,517 exemptions to welfare and religious organizations with an assessed value of $5.3 billion, and 117,880 homeowners' tax exemptions.

Staff resolved 590 property assessment appeals in FY 2019-20, which is approximately 39 percent 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. Numerous other Assessor staff actively participated and provided crucial input in the Assessment Property Assessment System (APAS) project and continue to play a crucial role in the project.

Performance Measures

Constitutionally Mandated Real Property Activities Processing

Closing 100% of the annual Roll is significant because schools, counties, cities and special districts depend on the property tax revenue generated as a result of the roll close. Closing the roll on time takes tremendous teamwork, effort, and skill. Last year 16% (9 of 58) of California counties did not close their roll on time and had to ask for an extension.

Challenges with closing the Roll include the complexity of the properties in San Mateo County which include high tech, bio tech, airplanes, and also the amount of Roll growth. In the past 5 years from 2015 ($177B) to 2020 ($255B) the roll has grown by 44%.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Constitutionally Mandated Real Property Activities Processed by Close of Roll	100%	100%	100%	100%	100%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Appraisal Services (1310P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	11,050,011	9,841,314	9,524,895	9,660,765	135,870	9,269,006	(391,759)
Total Requirements	16,131,111	18,111,211	18,481,697	21,564,596	3,082,899	21,964,153	399,557
Net County Cost	5,081,100	8,269,897	8,956,802	11,903,831	2,947,029	12,695,147	791,316
Salary Resolution	87.0	107.0	107.0	107.0	—	107.0	—
Funded FTE	87.0	107.0	106.9	107.0	0.1	107.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $4,769,794. Net funding adjustments in FY 2022-23 total $2,222,322.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,686,895)	(1,822,765)
Gross Appropriations	(9,644,111)	399,557
Intrafund Transfers	12,727,010	—
Contingencies/Dept Reserves	—	—
Net County Cost	4,769,794	2,222,322
Positions	—	—

2. Assessor Property Assessment System: This action appropriates funding for FY 2021-22 and FY 2022-23 expenditures associated with the Assessor Property Assessment System (APAS). The APAS project is a business driven effort to replace the legacy system, modernize the county's property assessment tools, improve office workflows, and streamline internal/ external interfaces to ACRE systems in order to meet the needs of constituents and stakeholders to maintain the statutory and constitutional obligations of San Mateo County.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	18,015,566	(16,076,496)
Intrafund Transfers	(18,015,566)	16,076,496
Net County Cost	–	–
Positions	–	–

3. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,822,765	1,431,006
Gross Appropriations	–	–
Intrafund Transfers	–	–
Net County Cost	(1,822,765)	(1,431,006)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	135,870	(391,759)
Gross Appropriations	8,371,455	(15,676,939)
Intrafund Transfers	(5,288,556)	16,076,496
Contingencies/Dept Reserves	–	–
Net County Cost	2,947,029	791,316
Positions	–	–

Administration and Support (1320P)

Program Locator

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

Program Outcome Statement

Maintain the Department's high-quality technical and fiscal operations

Program Results

Administration and Support provides the Assessor, County Clerk-Recorder, and Elections (ACRE) divisions with administrative, fiscal, and technological support as well as communications and legislative leadership. The Program serves as the County's filing officer for Loyalty Oaths and approximately 2,800 Conflict of Interest-Form 700s. The Program processed $17.2 million of Documentary Transfer Tax distributions for 20 cities and the County in FY 2019-20.

During 2020, department staff developed and implemented several unplanned projects to meet emergency orders for COVID-19 needs. Clerk-Recorder began issuing marriage licenses virtually and conducting virtual weddings. New applications were implemented to start serving the public by appointments. Over 85 Assessor and BOE forms were implemented using DocuSign so constituents could submit forms virtually 24/7. The Salesforce cloud Business Plan submission portal was implemented and won a 2020 STARS Green award.

During FY 2021-23, staff will be focused on continued development and implementation of Assessor Property Assessment System (APAS) Phase 3 (Secured system) and the APAS Phase 4 (Unsecured system), which when completed will retire the EZ-Access legacy system. Another focus of the APAS project team is to complete the APAS Data Cleaning and Conversion project as part of the overall APAS initiative. ACRE is also evaluating possible solutions to replace the current antiquated tools used by Appraisal Services to develop the assessed value of residential and commercial properties. The design will incorporate features of artificial intelligence and machine learning capabilities, and Internet of Things for the APAS products.

The ACRE GIS/Mapping unit will continue working with Information Services Division (ISD), Esri, and Bruce Harris & Associates to implement Esri added value application software capabilities of the Esri LGIM database.

Performance Measures

Sequoia Union High School WorkAbility Work Training Program

The Clerk Recorders office serves as a business partner with the Sequoia Union High Districts Workability Work Training Program which was designed to provide students with disabilities valuable entry level employment skills and experience. The department has hosted the students for the last several years.

Four to five students with disabilities participate along with school staff members. They come into the Clerk Recorders office once a week for two hours during the school year and assist in the preparation of recorded documents to be mailed out to the parties who originally submitted the document for recording. The participating students are awarded with a certificate of appreciation at the end of their school year by Mr. Mark Church, reflecting that the work that the students perform is greatly appreciated by the department.

The students visits have been suspended since March of 2020, as the students went to a distance learning program due to the pandemic. It is anticipated that the students will return sometime later in the year, however that decision will be determined by the school district. The Departments partnering with the School District not only benefits the Department from the assistance provided by the students, but the community partnerships are an essential part of the schools program and appreciated by the school district.

Performance Measure Objective:

The primary purpose of the program is to provide students with disabilities valuable entry level employment skills and experience which will enable the students to develop appropriate work habits and vocational skills to enhance the students with a smooth transition from school to work.

New Measure: Prior year data is not available.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Sequoia Union High School WorkAbility Work Training Program Participants	-	-	15	30	30

New Measure: Prior year data is not available.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Administration and Support (1320P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	141,516	5,200	183,170	–	(183,170)	–	–
Total Requirements	2,121,422	2,138,749	2,097,288	2,326,552	229,264	2,334,995	8,443
Net County Cost	1,979,906	2,133,549	1,914,118	2,326,552	412,434	2,334,995	8,443
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	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $290,939. Net funding adjustments in FY 2022-23 total $8,157.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(183,170)	–
Gross Appropriations	107,769	8,157
Intrafund Transfers	–	–
Net County Cost	290,939	8,157
Positions	–	–

2. Accountant I/II: This action appropriates funding for an Accountant I/II position which is needed starting in FY 2021-22 to assist in planning, organizing, auditing the daily deposit, providing highly responsible and complex accounting support for two core programs of the department, which are Appraisal Services and County Clerk-Recorder.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	121,495	286
Intrafund Transfers	—	—
Net County Cost	121,495	286
Positions	1	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(183,170)	—
Gross Appropriations	229,264	8,443
Intrafund Transfers	—	—
Net County Cost	412,434	8,443
Positions	1	—

Elections (1330P)

Program Locator

County > Administration and Fiscal Services > Assessor-County Clerk-Recorder-Elections > **Elections**

Program Outcome Statement

Register voters and conduct fair and accurate elections

Program Results

The Registration and Elections Program registered 87.8 percent of eligible voters in San Mateo County in FY 2019-20. The November 2020 Presidential General Election, the largest in the county's history and the first Presidential election conducted under the Voter's Choice Act, had a turnout rate of 85.9 percent, the county's highest since 1968. In the November election, 60 jurisdictions conducted elections, in which 245 candidates ran for 168 seats. There were 11 local measures, 12 state propositions, and 399 ballot styles.

Despite the challenges of the COVID-19 pandemic, the Division did not reduce voters' opportunities to cast their ballot in person, providing 45 safe and sanitary Vote Center locations and three 'Pop-Up" locations in high volume areas, all with curbside drop-off available. The number of sites and the period during which they operated were both beyond the requirements of the law, to maximize voters' choices. For the first time, San Mateo County also offered a Mobile Vote Center, which visited both high-demand urban locations and lower density rural areas and serviced over 1,000 voters.

The Registration & Elections Program had numerous innovations over the past two years. The Election Division evaluated, selected, leased, and implemented a new voting system which was first used in the November 5, 2019 Consolidated Municipal, School, and Special District Election. This was the first new voting system update since 2006. Other Elections innovations during the last two years included a new Mobile Voter Center, real-time GPS tracked ballot boxes, Tenex Precinct Central Touchpad units and wait time widget, voter database backup to maintain voting during internet outages, and improved Vote Center routers with greater bandwidth and failover technology.

Over the next two-year budget cycle, the Program will conduct a special All Mail Election in May 2021, the Statewide Direct Primary in June 2022, and the Gubernatorial Election in November 2022.

Performance Measures

Voter Education and Outreach Voter Registration Postcards

Voter Education and Outreach is an important function that the Registration & Elections Division performs. Each election the division does a number of actions to reach out to and educate voters. The November 3, 2020 Presidential General Election saw a voter turnout of 85.9% which is four percentage points higher than the 2016 Presidential General Election and the highest voter turnout since 1968.

Every Door Direct Mail Postcards(EDDM)

For the 2020 Presidential General Election a fourth set of 120K Every Door Direct Mail Postcards(EDDM) asking residents 18 and over who werent registered to register to vote were sent to mail carrier routes in zip codes where the average household income was less than $100K. The number of postcards and cities/neighborhoods targeted include the below. North County postcards were in English, Spanish, Chinese and Tagalog. South County postcards were in English, Spanish, Chinese and Tongan.

New Measure: Prior year data is not available.

Performance Measures

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Voter Education and Outreach Voter Registration Postcards Sent.	-	-	120,020	120,000	120,000

Performance Measure's Equity Lens	English	Spanish	Chinese	Tagalog	Tongan
Language of Postcard	-	-	-	-	-

New Measure: Prior year data is not available.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Elections (1330P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	3,724,050	3,137,835	4,541,675	800,828	(3,740,847)	5,524,278	4,723,450
Total Requirements	4,930,052	7,342,020	9,613,279	5,345,637	(4,267,642)	10,266,389	4,920,752
Net County Cost	1,206,003	4,204,186	5,071,604	4,544,809	(526,795)	4,742,111	197,302
Salary Resolution	15.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	15.0	19.0	19.0	19.0	—	19.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($526,795). Net funding adjustments in FY 2022-23 total $197,302.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(4,434,675)	10,500
Gross Appropriations	(8,732,127)	(492,198)
Intrafund Transfers	3,770,657	700,000
Contingencies/Dept Reserves	—	—
Net County Cost	(526,795)	197,302
Positions	—	—

2. Election Voting Equipment Trust Fund Transfer: This action appropriates funding for FY 2021-22 and FY 2022-23 expenditures associated with the voting system lease consisting of electronic voting interfaces and processing software is funded by the voting equipment trust fund.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	650,000	–
Gross Appropriations	650,000	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

3. Election Costs for Gubernatorial Recall Election: This action appropriates funding for FY 2021-22 expenditures associated with the Gubernatorial Recall Election. Election costs are offset by Intrafund Transfers from Non-Departmental Services. Election costs include salaries, benefits, overtime, extra help, services and supplies.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	2,690,759	(2,690,759)
Intrafund Transfers	(2,690,759)	2,690,759
Net County Cost	–	–
Positions	–	–

4. Election Costs for Gubernatorial Primary Election: This action appropriates funding for FY 2021-22 expenditures associated with the June 7, 2022 Gubernatorial Primary and associated outreach costs. Election costs are partially funded by the cities and districts. The remaining costs are offset by Intrafund Transfers from Non-Departmental Services. Election costs include salaries, benefits, overtime, extra help, services and supplies. Outreach is funded from Non-Departmental Services.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	43,828	(43,828)
Gross Appropriations	6,660,572	(5,960,572)
Intrafund Transfers	(6,616,744)	5,916,744
Net County Cost	–	–
Positions	–	–

5. Election Costs for Gubernatorial General Election: This action appropriates funding for FY 2022-23 expenditures associated with the November 8, 2022 Gubernatorial General. Election costs are partially funded by the cities and districts. The remaining costs are offset by Intrafund Transfers from Non-Departmental Services. Election costs include salaries, benefits, overtime, extra help, services and supplies.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	4,756,778
Gross Appropriations	—	8,080,649
Intrafund Transfers	—	(3,323,871)
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(3,740,847)	4,723,450
Gross Appropriations	1,269,204	(1,062,880)
Intrafund Transfers	(5,536,846)	5,983,632
Contingencies/Dept Reserves	—	—
Net County Cost	(526,795)	197,302
Positions	—	—

County Clerk-Recorder (1340P)

Program Locator

County > Administration and Fiscal Services > Assessor-County Clerk-Recorder-Elections > **County Clerk-Recorder**

Program Outcome Statement

Record property transactions, issue official certificates/licenses, and preserve records

Program Results

The County Clerk-Recorder Program is responsible for providing direct services to the public, including recording and maintaining real property transactions, issuing vital records (e.g., birth, death and marriage certificates), issuing marriage licenses, scheduling and performing wedding ceremonies, and filing fictitious business name statements as well as other para-professional registrations.

On a daily basis, staff receives 250 to 300 telephone calls, serves 100 to 150 walk-in customers, records approximately 500 land-transaction documents in house and over the counter, and issues approximately 100 certified copies of vital records. The County Clerk-Recorder's continued efforts in cross-training staff ensures proper staff coverage at each counter.

The Clerk-Recorder's office recently implemented a 'chat" function to its website which allows the public to have real time conversations via text for assistance. The chat function receives an average of 170 to 190 chats on a daily basis. Additionally, an appointment system has been created for customers to call in and make an appointment for any of the services.

In 2020 in response to the COVID pandemic, ACRE began offering marriage licenses and wedding ceremonies via video conference as authorized as an emergency measure under the Governor's Executive Order N-58-20.

The County Clerk-Recorder is the official custodian of certain historical records for the County. These historical records include maps, land transaction books containing all grantor and grantee names, vital records, and microfilm/fiche of all recorded documents.

Electronic recording decreases the amount of time it takes to make records available to the public and streamlines the process greatly for the business sector. The Clerk-Recorder is currently e-recording with eight submitters and also serves local, state and federal agencies with electronic recording services. The Recorder's office reviews and electronically records 350 to 400 documents per day.

All vital records are also recorded electronically and made available in a timely manner.

Performance Measures

Clerk-Recorder Clients Served

Staying open to the public during the COVID pandemic is significant for San Mateo County residents who do not have access to a computer or internet access. Additionally, providing online services is also critical for people with differing technical abilities and for customers who are at high risk if they are potentially exposed to COVID.

The residents more likely to not have computer or internet access include those in lower income brackets, older residents, and residents with lower education levels. If the ACRE office closes, these residents will have a difficult time conducting essential business. Conversely, new online options open accessibility opportunities for those with disabilities or for those at high risk of potential COVID exposure.

This data can be measured versus pre-COVID client interactions.

Data will be disaggregated by in-person and online client interactions. This serves an equity lens by offering two unique, beneficial mediums of service for clients of varying abilities.

Performance Measures

New Measure: Prior year data is not available.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Clerk-Recorder Clients Served	-	-	170,000	170,000	170,000

Performance Measure's Equity Lens	In-Person	Online
Location of Service	-	-

New Measure: Prior year data is not available.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

County Clerk-Recorder (1340P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	3,776,983	3,994,066	3,563,964	8,507,599	4,943,635	6,145,909	(2,361,690)
Total Requirements	3,431,934	3,600,728	3,925,079	6,887,739	2,962,660	3,964,661	(2,923,078)
Net County Cost	(345,049)	(393,338)	361,115	(1,619,860)	(1,980,975)	(2,181,248)	(561,388)
Salary Resolution	19.0	20.0	20.0	20.0	–	20.0	–
Funded FTE	19.0	20.0	20.0	20.0	–	20.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($1,980,975). Net funding adjustments in FY 2022-23 total ($561,388).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	1,943,635	638,310
Gross Appropriations	(37,340)	76,922
Intrafund Transfers	–	–
Net County Cost	(1,980,975)	(561,388)
Positions	–	–

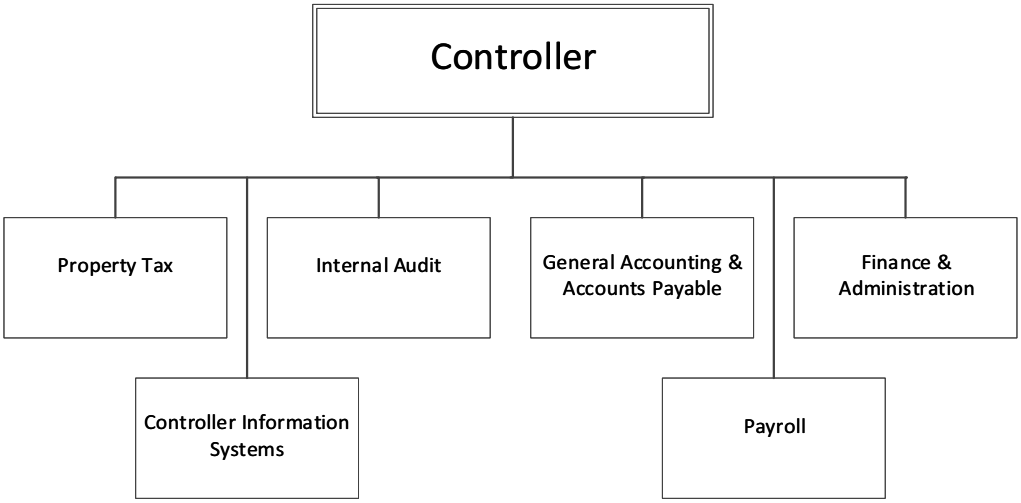
2. Preservation of Historical Documents Project: This action appropriates funding for FY 2021-22 expenditures associated with the Preservation of Historical Documents Project that addresses the preservation, long-term management, and digital access of maps, records, and vitals. Included in the project are cabinets and shelving for the storage and protection of historical documents.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	3,000,000	(3,000,000)
Gross Appropriations	3,000,000	(3,000,000)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	4,943,635	(2,361,690)
Gross Appropriations	2,962,660	(2,923,078)
Intrafund Transfers	—	—
Net County Cost	(1,980,975)	(561,388)
Positions	—	—

CONTROLLER'S OFFICE



Department Locator

County > Administration and Fiscal Services > **Controller's Office**

Mission Statement

To promote the County's operational effectiveness, and ensure its financial transparency and integrity, by providing quality accounting, auditing, and financial reporting services.

Overview

The Controller's Office provides accounting, payroll, auditing, and property tax-related services. To fulfill these services, the Office utilizes and is responsible for maintaining, supporting, and improving countywide systems such as the OneSolution Finance and Accounting System (OFAS) for accounting and financial reporting, Workday for payroll, Automated Timekeeping System (ATKS) for timekeeping, and the Property Tax System for property tax-related functions.

In addition to processing payroll, distributing property taxes, maintaining and supporting information in various systems, conducting audits, and reviewing financial transactions recorded in the County's financial accounting system, the Department compiles the County's annual SB 90 claims, cost allocation plan, financial statements, and other County financial reports.

In FY 2021-23, key initiatives and expected performance improvements in the Controller's Office will include:

- Single-invoice processing: The accounts payable process will change from batch to single-invoice processing. Further automating the review and approval workflow will streamline business processes. This initiative will include providing training to all departments, updating the procedure manual and support tools, providing change management resources, and project management activities. The improved accounts payable process will further streamline business processes and support remote access to all fiscal staff and managers who use OFAS.
- Automation of Employee Expense Reimbursement Request Process: An electronic employee expense reimbursement request, review, and approval application will be implemented. The application will be designed and configured based upon the County's policies and IRS regulations and required internal controls procedures to help ensure compliance with such requirements, and to help standardize and streamline business processes. This will enable paperless submissions of employee expense reimbursement requests and streamline review and approval workflow activities. Processing time will be reduced for all employees who request, review, and approve expense reimbursement requests. Electronic access to detailed data for review and analysis purposes will also improve.
- Property Tax System: The Controller's Office has been re-programming the Property Tax System to enable the acceptance of electronic data through interfaces from the Assessor's and Tax Collector's new systems. The Controller's Office has and will continue to program, develop, and test the necessary data interfaces. Utilizing existing resources to develop, test, and maintain the new interfaces while performing daily operational tasks has resulted in a considerable amount of staff overtime. This initiative is anticipated to continue for the next two years as the development and testing of interfaces and other changes to the system is on-going, and then post go-live when performing additional support and maintenance activities. Upon completion of the data interfaces between the Assessor's and Controller's Offices, several processes that were previously paper-based will be streamlined and automated.

Department Innovations

Controller's Office innovations include the following:

- Internal Controls Training: In FY 2019-21, the Controller's Office provided internal controls training to County staff and managers and will continue to do so in FY 2021-23 by delivering online live group training sessions as well as computer-based training to individuals, in addition to live in-person sessions.
- Financial Accounting System: In FY 2019-20 the Controller's Office completed the system upgrade, and trained and supported users of County's financial accounting system to enable users to do their work easier and better. The system

is now compatible on all browser platforms, more user friendly, and accessible on any device (PC, tablet, mobile phone), while the new COGNOS reports complete faster and provide results in Excel.

Performance Measures

Obtain GFOA Awards for Annual Financial Reports

The Controller's Office establishes accounting policies and procedures for County departments to follow based on accounting and internal control standards. The Government Finance Officers Association (GFOA) awards for excellence in financial reporting for the Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR), and clean opinions from independent auditors of Countys annual financial statements reports demonstrate the County's compliance with such standards. Such outcomes measure success and the quality of work performed by the Department.

Effective financial accountability, transparency and integrity allows the public to be informed about the Countys financial activities and helps to build the publics trust regarding County government. This along with prudent financial management of Countys resources enables the County to receive AAA/Aaa credit ratings so it can borrow money at low interest rates and reduce the Countys financing costs of capital projects.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Obtain GFOA Awards for Annual Financial Reports	100%	100%	100%	100%	100%

Percent of Customer Survey Respondents Rating Services as Good or Better

The Controllers Office primarily supports other County departments. The office administers and supports employees for timekeeping and payroll; departments for accounting and audit; and cities, schools, County, and special districts for property taxes functions.

Customer surveys are sent out twice a year to obtain feedback and input from all types of customers. These surveys are sent to different groups of customers based on specific services they receive. Knowing how customers feel about the services the Department provides is important to the Controllers Office. Reponses to customer surveys allow the Department to identify strengths and weaknesses in certain service areas, and to increase focus and actions to improve services.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Customer Survey Respondents Rating Services as Good or Better	94%	88%	97%	90%	90%

Execute Three County-wide Improvement Initiatives

In addition to executing daily operations, the Department also works on projects and initiatives to improve officewide and county-wide operations.

Governmental accounting standards and compliance requirements are always changing and getting more complex. The Controller's Office provides training and support to County departments to keep them informed on the latest accounting requirements and leverages technology to implement such standards and processes.

Projects and initiatives for FY 21-22 and 22-23 are listed below. Executing these projects, in addition to conducting internal controls audits, will help to improve the Countys operations.

- Single Audit Report: Work with departments on data required to compile the annual Schedule of Federal Expenditures.
- Employee reimbursements: Implement online employee expense reimbursement requests, reviews, approvals, and payment processes.
- Internal controls training: Provide internal controls training to County staff, including delivering online live group training sessions and computer-based training to individuals.

Performance Measures

- Financial accounting system: Complete system upgrade, train, and support users of Countys financial accounting system, enabling users to do their work easier and better.
- CAFR constructor: Implement an electronic financial reporting tool with imbedded data/information links to automate the creation, review, updates, and completion of CAFR.
- Resource website: Redesign internal web-based resource pages where County departments can access policies, procedures, checklists, and other resources to help them perform their work.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Execute Three County-wide Improvement Initiatives	N/A	N/A	100%	100%	100%

Controller's Office (1400B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	239,945	169,688	554,216	548,580	(5,636)	548,799	219
Charges for Services	2,171,859	2,186,501	2,077,780	2,166,673	88,893	2,292,541	125,868
Interfund Revenue	22,216	111,929	72,375	13,310	(59,065)	13,938	628
Miscellaneous Revenue	165,856	55,176	44,000	44,000	–	44,000	–
Total Revenue	**2,599,875**	**2,523,294**	**2,748,371**	**2,772,563**	**24,192**	**2,899,278**	**126,715**
Fund Balance	2,199,449	2,106,899	2,340,287	1,873,013	(467,274)	748,550	(1,124,463)
Total Sources	**4,799,324**	**4,630,193**	**5,088,658**	**4,645,576**	**(443,082)**	**3,647,828**	**(997,748)**
Salaries and Benefits	8,621,695	8,952,036	9,912,493	11,275,237	1,362,744	11,016,283	(258,954)
Services and Supplies	2,165,342	2,701,164	4,011,587	3,890,241	(121,346)	3,056,179	(834,062)
Other Charges	1,479,274	1,701,185	2,721,282	2,445,826	(275,456)	2,004,120	(441,706)
Reclassification of Expenses	–	–	73,939	–	(73,939)	–	–
Other Financing Uses	179,687	173,669	200,325	194,813	(5,512)	195,437	624
Gross Appropriations	**12,445,997**	**13,528,054**	**16,919,626**	**17,806,117**	**886,491**	**16,272,019**	**(1,534,098)**
Intrafund Transfers	(301,602)	(735,589)	(1,703,389)	(1,918,960)	(215,571)	(948,015)	970,945
Net Appropriations	**12,144,395**	**12,792,466**	**15,216,237**	**15,887,157**	**670,920**	**15,324,004**	**(563,153)**
Contingencies/Dept Reserves	1,367,428	1,347,886	1,373,076	748,549	(624,527)	396,823	(351,726)
Total Requirements	**13,511,823**	**14,140,352**	**16,589,313**	**16,635,706**	**46,393**	**15,720,827**	**(914,879)**
Net County Cost	**8,712,498**	**9,510,159**	**11,500,655**	**11,990,130**	**489,475**	**12,072,999**	**82,869**
Salary Resolution	46.0	51.0	51.0	53.0	2.0	53.0	–
Funded FTE	46.0	51.0	50.9	53.0	2.1	53.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $443,082 or 8.7 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of $5,636 in this funding source due to a decrease in reimbursement of administration costs related to the redevelopment agency dissolution activities. This decrease was partially offset by an increase in AB 26 revenue from the Redevelopment Property Tax Trust Fund (RPTTF) for work performed on behalf of the Countywide Oversight Board.

Charges for Services

There is a net increase of $88,893 in this funding source mainly due to an increase of $99,000 in Supplemental Tax Administration Fees charged to local agencies and in Accounting Services - Other Agency for accounting and payroll services provided to Independent Districts. This increase was partially offset by a decrease in revenue from the Local Transportation Fund (LTF) of $6,107 due to reduced volume in accounting services provided to the Fund.

Interfund Revenue

There is a decrease of $59,065 in this funding source due to a decrease in revenue in OFAS Shared Charges from Non-General Fund Departments.

Miscellaneous Revenue

There is no change in this funding source.

Fund Balance

There is a decrease of $467,274 in this funding source due to a decrease in transfer from Payroll Common reserves from the Information Systems Department (ISD) and elimination of Fund Balance used for one-time projects and purchases in FY 2020-21.

TOTAL REQUIREMENTS

Total Requirements increased by $46,393 or 0.3 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $1,362,744 in this expenditure category due to the addition of a Departmental Systems Analyst, Office Specialist, Associate Management Analyst, extra help Accountant II, and extra help Management Analyst. Position adjustments also included a double fill of a Controller Division Manager and an overfill of one Accountant II position with a Senior Accountant. Other adjustments were made to Regular Pay Adjustments and Work Group 4 Comp – Management Cash Out (understated in the prior year); Extra Help Hours; and Overtime. The increases were partially offset by a decrease in regular employee Salaries and Benefits from vacancy of a Senior Internal Auditor position, deletion of one Administrative Assistant I, reduction in Work out of class costs for the Associate Management Analyst, and a reduction in extra help hours for the Office Specialist position.

Services and Supplies

There is a net decrease of $121,346 in this expenditure category due to decreases in various accounts, such as Postage & Mailing Expense, Meeting & Conference Expense, Department Employee Training Expense, and Other Professional Contract Services, with most large decreases coming from Payroll Common, Consolidated Check Printing, Fiscal Services, and Property Tax/Special Accounting. These decreases were partially offset by an increase in various accounts, mostly Software License & Maintenance.

Other Charges
There is a net decrease of $275,456 in this expenditure category due to decreases in Central Service departments' service charges, IT expenditures related to Payroll Common, and Internal Banking Charges (due to being overstated in the prior year). These decreases were partially offset by increases in County Facility Rental Charges, General Liability Insurance, and Countywide Security Services.

Reclassification of Expenses
There is a decrease of $73,939 in this expenditure category due to cost transfers within the budget unit that were incorrectly classified and overstated in the prior year.

Other Financing Uses
There is a net decrease of $5,512 in this expenditure category due a decrease in Debt Service. This decrease was partially offset by an increase in Facility Surcharge.

Intrafund Transfers
There is a net increase of $215,571 in this expenditure category due to increases in transfers from General Fund departments to OFAS Shared, and reimbursements from Non-Departmental Services for contract services and staff overtime costs in the Property Tax Division. These increases were partially offset by decreases in postage reimbursement from Consolidated Check Printing (due to it being classified incorrectly in the prior year), and transfers from General Fund departments to Consolidated Check Printing.

Contingencies/Departmental Reserves
There is net decrease of $624,527 in this expenditure category due to a reduction in reserves to cover one-time costs associated with consulting services for the Continuity of Operations Plan, Disaster Cost Recovery, and Project Management Services for the Property Tax System Upgrade. This decrease was partially offset by an increase of $181,585 due to keeping one Senior Internal Auditor position vacant. The balance in General Fund Reserves represents 4.7 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST
There is an increase of $489,475 or 4.3 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $997,748 or 21.5 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Intergovernmental Revenues
There is an increase of $219 in this funding source due to a minor increase in administration fees from the Countywide Oversight Board.

Charges for Services
There is an increase of $125,868 in this funding source mainly due to an increase in SB2557 (Property Tax Administration Fees) revenues in FY 2022-23. This revenue comes from 30 percent of the Salaries and Benefits costs of new positions in the Property Tax Division in FY 2021-22 (due to a one-year lag in revenue), as reimbursement of administration costs for the redevelopment agency dissolution activities and revenue for accounting and payroll services were provided to Independent Districts.

Interfund Revenue
There is an increase of $628 in this funding source due to an increase in revenue in OFAS Shared Charges from Non-General Fund departments.

Miscellaneous Revenue
There is no change in this funding source.

Fund Balance
There is a net decrease of $1,124,463 in this funding source due to lower reserves amount from the prior year and elimination of Fund Balance used for one-time projects and purchases.

TOTAL REQUIREMENTS
Total Requirements decreased by $914,879 or 5.5 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net decrease of $258,954 in this expenditure category mainly due a reduction of $189,541 associated with the double fill of the Property Tax Division Manager ending in the first quarter of FY 2022-23, $181,585 from keeping a Senior Internal Auditor position vacant, and from reductions in extra help and overtime hours. The decrease was partially offset by an increase of about $112,000 from salary step increases, cost of living increases, Regular Pay Adjustments for work out of class, and Work Group 4 Comp – Management Cash Out increases.

Services and Supplies
There is a net decrease of $834,062 in this expenditure category due to elimination of one-time costs associated with consulting services, reimbursement to Human Resources for a Human Resources Technician by Payroll Common, and the OFAS APOHININ Module (invoice processing) project. This decrease was partially offset by increases in various accounts, mostly Software License/Maintenance Expense (mainly from Payroll Common and OFAS Shared).

Other Charges
There is a net decrease of $441,706 in this expenditure category due to the elimination of one-time cost related to the amortized portion of the OFAS APOHININ Module (invoice processing) project. This decrease was partially offset by increases in Central Service departments' service charges.

Other Financing Uses
There is an increase of $624 in this expenditure category due to increase in Debt Service and Facility Surcharge.

Intrafund Transfers
There is a net decrease of $970,945 in this expenditure category due to the elimination of a one-time transfer from Non-Departmental Services related to the APOHININ Module (invoice processing) project. This decrease was partially offset by an increase in transfers for contract services related to the Property Tax System, and from General Fund departments for costs related to OFAS Shared and Consolidated Check Printing.

Contingencies/Departmental Reserves
There is a net decrease of $351,726 in this expenditure category to cover department costs and one-time expenses. The balance in General Fund Reserves represents 2.6 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST
There is an increase of $82,869 or 0.7 percent in this Department's General Fund allocation.

Administration (1411P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Administration**

Program Outcome Statement

To improve department performance through strategy, guidance, and support activities.

Program Results

The Administration Division strategically plans and directs the work of all Controller's Office programs, and manages the Department's personnel, budget, performance measures, contracts, purchases, payables, receivables, email box, main phone line, reception, and website. The Program works with County departments and consultants to prepare the annual 2 CFR Part 200 Cost Allocation Plan and manages the countywide SB 90 Reimbursement Claims for State-mandated activities that helps maximize the County's recoverable claim amounts.

The Program provides support to the Controller's Office 51 employees, and to all County departments. The support given to office staff allows them to focus on providing essential countywide services and, thus, indirectly benefits County departments and the general public. The support given to County departments by managing the preparation and submission of the 2 CFR Part 200 Cost Allocation Plan allows departments to identify their indirect costs and be able to include those costs in their grant reimbursement claims. Assisting departments with their SB 90 Reimbursement Claims provides revenues to both departments and to the General Fund.

The Program's focus is to streamline and improve the process for data gathering and preparation of the Cost Allocation Plan (CAP) by providing training and feedback to Central Service Departments' staff before, during, and after the preparation of the CAP. This will allow the County to submit the CAP in a timely manner.

The Program is undertaking the following initiatives to improve performance:

- Ensuring that department staff complete at least their minimum twenty hours of yearly training for professional, career enhancement, and personal learning and development. Well-trained staff will be able to fulfill their jobs much more efficiently and effectively and, at the same time, increase employee morale.
- Conducting bi-annual customer satisfaction surveys allows the Program to measure performance levels, identify areas of improvement, and gauge client needs. This allows the Program to put into place plans to improve performance.

Performance Measures

Percent of Employees Completing Annual 20 Hour Training Requirement

Controllers Office employees are required to take a minimum of 20 hours of training every year for their professional development. Training helps employees fulfill their current job requirements and obtain new technical skills and knowledge. Both have positive impacts on employee motivation and morale. An outcome of this training is to provide better services to customers.

Employees have various options to choose from for their technical and non-technical training such as, the Countys Learning Management System, Government Finance Officers Association, Association of Government Accountants, and LinkedIn.com. Employees are encouraged to take non-technical trainings in various areas such as health and wellness, diversity, and inclusion. The Department plans to compare this measure to the County as a whole.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Employees Completing Annual 20 Hour Training Requirement	98%	93%	90%	90%	90%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Administration (1411P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,619,453	1,968,149	2,143,105	1,873,916	(269,189)	749,453	(1,124,463)
Total Requirements	3,723,737	3,644,270	3,317,852	2,759,318	(558,534)	2,173,041	(586,277)
Net County Cost	2,104,284	1,676,120	1,174,747	885,402	(289,345)	1,423,588	538,186
Salary Resolution	6.0	6.0	4.0	5.0	1.0	5.0	—
Funded FTE	6.0	6.0	4.0	5.0	1.0	5.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $2,081,587. Net funding adjustments in FY 2022-23 total $1,638,451.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(2,142,202)	(1,873,013)
Gross Appropriations	(93,478)	(234,562)
Intrafund Transfers	32,863	—
Contingencies/Dept Reserves	—	—
Net County Cost	2,081,587	1,638,451
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year, appropriates one-time expenditures for the Continuity of Operations Plan and Disaster Cost Recovery in FY 2021-22, and reduces Reserves to account for the reduction in Fund Balance from the prior year.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,873,013	748,550
Gross Appropriations	150,000	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(467,274)	(1,124,463)
Net County Cost	(2,190,287)	(1,873,013)
Positions	—	—

3. Reserves Adjustment: This action decreases Reserves in FY 2021-22 and increases Reserves in FY 2022-23 in order to meet Net County Cost.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(338,838)	772,451
Net County Cost	(338,838)	772,451
Positions	—	—

4. Associate MA/Administrative Assistant I Add/Del: To better align with the needs of the Finance and Administration Division, this action deletes one Administrative Assistant I and adds an Associate Management Analyst in FY 2021-22 to provide fiscal, administrative, analytical, and work-flow support. The Associate Management Analyst will be responsible for contracts management, Request for Proposals, Board memos and resolutions, budget development support and monitoring, compiling and analyzing data for the preparation of the 2CFR Part 200 Countywide Cost Allocation Plan and SB 90 Claims for mandated services, and a variety of administrative duties.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(14,496)	11
Intrafund Transfers	—	—
Net County Cost	(14,496)	11
Positions	—	—

5. Permanent OS/Extra Help OS Add/Del: To better align with the needs of the Finance and Administration Division, this action deletes one extra help Office Specialist and adds a permanent Office Specialist position in FY 2021-22. The position will be responsible for reception duties, scanning, processing daily mail, folding and sealing accounts payable checks, managing archives, purchasing, managing supplies, and a variety of other administrative duties.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	39,098	286
Intrafund Transfers	—	—
Net County Cost	39,098	286
Positions	1	—

6. Management Analyst - Extra Help: This action adds an extra help Management Analyst to the Finance and Administration Division in FY 2021-22. The position will provide fiscal, administrative, and work-flow support which includes assisting with budget development, budget monitoring, development and submission of the 2 CFR Part 200 Countywide Cost Allocation Plan, compilation and submission of SB90 claims for mandated activities, performance goal management, development and maintenance of policies and procedures, analysis of highly complex data, and preparing complex reports.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	133,591	—
Intrafund Transfers	—	—
Net County Cost	133,591	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(269,189)	(1,124,463)
Gross Appropriations	214,715	(234,265)
Intrafund Transfers	32,863	—
Contingencies/Dept Reserves	(806,112)	(352,012)
Net County Cost	(289,345)	538,186
Positions	1	—

Internal Audit (1421P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Internal Audit**

Program Outcome Statement

To provide independent and objective audits including reviews of financial procedures, internal controls, and system and IT security. The Program also provides financial analysis, business process analysis, and consulting services to improve departments' operations

Program Results

In FY 2019-20, internal County audits included: 1) FY 2019-20 Measure K audit, 2) audit of Contract Management System, and 3) Phase I of a multiphase audit of County-wide purchasing. All three included a review of internal controls and adherence to laws and County policies and procedures.

This Program provides support to all County departments. The Program assists departments by evaluating business operations and internal controls and making recommendations to improve the effectiveness of the County's operations and internal controls.

The audit of Measure K revenues and expenditures for FY 2019-20 ensured transparency and accountability regarding the millions of tax dollars collected and spent.

Priorities for the next two years include reviewing departments' internal controls, promoting the efficiency and effectiveness of County operations, safeguarding County assets and resources, and ensuring the integrity and transparency of financial information while complying with applicable laws, regulations, and policies.

The Program has incorporated IT risks into audits and continues to expand operations to include more system and IT security evaluations and assessments of the internal controls used to reduce and control IT-specific risks.

Performance Measures

Conduct Three County-wide Audits

The Department provides objective, high-quality audit services. By conducting internal audits, it assists the County to achieve its goals and objectives. It evaluates and makes recommendations to improve the effectiveness of the Countys business operations and internal controls.

In FY 21-22 and 22-23, among other audits, the Department plans to complete three County-wide audits: 1) Measure K Audit, 2) follow-up audit of the Contract Management System, and 3) Phase II and III of a multiphase audit of County-wide purchasing. All three audits will review internal controls and adherence to laws, policies and procedures.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Conduct Three County-wide Audits	3	3	3	3	3

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Internal Audit (1421P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	–	7,512	–	–	–	–	–
Total Requirements	1,644,279	1,217,722	1,877,733	2,073,212	195,479	2,076,963	3,751
Net County Cost	1,644,279	1,210,210	1,877,733	2,073,212	195,479	2,076,963	3,751
Salary Resolution	8.0	8.0	9.0	9.0	–	9.0	–
Funded FTE	8.0	8.0	8.9	9.0	0.1	9.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $195,479. Net funding adjustments in FY 2022-23 total $3,751.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	–	–
Gross Appropriations	195,479	185,336
Intrafund Transfers	–	–
Contingencies/Dept Reserves	–	(181,585)
Net County Cost	195,479	3,751
Positions	–	–

2. Vacant Senior Internal Auditor: This action sets aside savings in salary and benefits from a vacant Senior Internal Auditor position in Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(181,585)	(181,871)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	181,585	181,871
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	13,894	3,465
Intrafund Transfers	—	—
Contingencies/Dept Reserves	181,585	286
Net County Cost	195,479	3,751
Positions	—	—

Payroll Services (1431P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Payroll Services**

Program Outcome Statement

To process payroll accurately and timely to all employees

Program Results

Payroll Services is responsible for processing bi-weekly payroll for approximately 6,700 employees who work for the County of San Mateo, San Mateo County Superior Courts, and four independent special districts. This Program is responsible for processing and tracking employee payroll requests; payroll tax reports for state and federal governments; annual W-2 forms; State Disability Insurance and workers' compensation integrated payments and reporting; and payroll deductions (e.g., garnishments, levies, union dues, retirement contributions, and charitable contributions).

Payroll Services supports and maintains all software and hardware needs for the timekeeping system (ATKS) and HR/Payroll system (Workday); improves the usability of these systems; and designs, develops, and implements new processes to ensure the systems operate efficiently and effectively. The Program also manages required system and process updates to remain current with changes to labor agreements and federal and state payroll statutes and regulations.

Priorities for the next two years include: continuing to ensure the security of payroll information, executing the roll-out of additional self-service functions for employees, and ensuring that the rules and regulations governed by the various MOU's, Board Resolutions, and Federal and State mandates are followed correctly.

To achieve this, the Program looks to implement automated controls to the extent possible, such as building business rules into the timekeeping system (ATKS) and HR/Payroll system (Workday). The Program continues to look for ways to improve payroll reviews, reports, and processes by automating them as much as possible. The Program continuously ensures that updates and changes to the systems are analyzed and tested thoroughly before they are applied to production systems.

Performance Measures

Percent of Payroll Payments Issued Correctly

The accuracy of payroll checks issued is currently at 99.9%. Issuing accurate and timely paychecks ensures that employees receive the money they have earned. This performance measure is primarily met by ensuring HR and Payroll personnel are knowledgeable and are continuously trained on the applicable rules, regulations and procedures.

The Department works to ensure various Memorandums of Understanding, Board Resolutions, and Federal and State laws are implemented correctly in the HR/payroll (Workday) and timekeeping (ATKS) systems. It continuously looks for ways to improve reviews, reports, and to automate business processes whenever possible.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Payroll Payments Issued Correctly	99%	99%	99%	99%	99%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Payroll Services (1431P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	31,078	172,998	229,056	31,855	(197,201)	32,766	911
Total Requirements	3,495,985	3,737,531	4,422,309	4,350,636	(71,673)	4,363,019	12,383
Net County Cost	3,464,907	3,564,533	4,193,253	4,318,781	125,528	4,330,253	11,472
Salary Resolution	7.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	7.0	8.0	8.0	8.0	—	8.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $125,528. Net funding adjustments in FY 2022-23 total $11,472.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(197,201)	911
Gross Appropriations	(71,673)	12,383
Intrafund Transfers	—	—
Net County Cost	125,528	11,472
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(197,201)	911
Gross Appropriations	(71,673)	12,383
Intrafund Transfers	—	—
Net County Cost	125,528	11,472
Positions	—	—

Controller Information Systems (1432P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Controller Information Systems**

Program Outcome Statement

To maintain, support, and improve the County's financial accounting and related information systems.

Program Results

Controller Information System (CIS) supports, maintains, and continuously improves the County's finance and accounting system (i.e., OFAS) to ensure availability of the system to users. OFAS is an ERP system that helps to ensure that business processes, internal controls, and best practices are followed. The program also looks to streamline business processes and to ensure controls and the quality of data used to record the County's financial transactions.

The Program provides training and help-desk support to over 400 users. All new system users are required to take training before they start using the system. In addition, focused training courses are provided for each module within the system. The more familiar and knowledgeable users are, the better they will optimize their use of the system, and therefore, the better off they will be. The program also uses a help-desk ticketing system to track the issues and most importantly, to make sure that each user will get the support they need, whether it is big or small.

Priorities for the next two years include implementing the Accounts Payable Invoice Automation (APIA) solution and enhancing the system to process individual invoices instead of batched invoices. These two projects will streamline accounts payable processing and effectively support remote access and processing. Additionally, we will redesign the OFAS Resource website to make it more user-friendly and easier to access and assist users to retrieve 'How-To" documents and user instructions and procedures.

Initiatives to improve performance include:

- System Upgrade: Staying up to date with system upgrades to provide improved enhancements, stability, and security. The recent upgrade completed in November 2020 improved the efficiency of navigation, increased compatibility with multiple system platforms, and made the system more user-friendly and easier to access information.
- Proactive Measurements: System performance monitoring scripts were implemented to constantly check performance in an automated manner, which sends alerts if there are any potential issues to allow staff to act before it happens.
- Training Classes: The Program continues to offer training classes to make sure that users have updated information. The Program also plans to convert these classes to computer-based training (CBT) so users can take them as needed at their convenience. Improvements are also being made to the OFAS Resource Website so users can readily access quick reference user guides and other information to help them take full advantage of the system's functionality.
- Customer Survey: The help-desk support ticketing system (HelpSpot) helps to ensure that all users receive timely support, and just as important, the system sends out customer surveys to obtain feedback about the quality of the support provided so that services can be improved.

Performance Measures

Number of Financial Accounting System (OFAS) Users Trained Annually

The Departments goal is to provide training to at least 120 (or 30 percent) of the 400 OFAS users per year. Among these users, 55 percent are typically new users and 45 percent are existing users.

Training users helps employees to do their jobs and to maintain the accounting systems performance and stability. For example, available reports can be used to perform data analysis, to monitor operations, and make timely and informed decisions. This performance measure strives to ensure new and existing users have the proper training to do their jobs in an effective and efficient manner.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Financial Accounting System (OFAS) Users Trained Annually	180	120	120	120	120

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Controller Information Systems (1432P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	–	87,772	71,472	12,407	(59,065)	13,035	628
Total Requirements	929,341	1,189,796	1,613,453	1,554,676	(58,777)	1,545,571	(9,105)
Net County Cost	929,341	1,102,024	1,541,981	1,542,269	288	1,532,536	(9,733)
Salary Resolution	5.0	6.0	7.0	7.0	–	7.0	–
Funded FTE	5.0	6.0	7.0	7.0	–	7.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $288. Net funding adjustments in FY 2022-23 total ($9,733).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(59,065)	628
Gross Appropriations	(1,022,255)	(985,050)
Intrafund Transfers	963,478	975,945
Contingencies/Dept Reserves	–	–
Net County Cost	288	(9,733)
Positions	–	–

2. OFAS APOHININ Module Project: This action re-appropriates one-time OFAS APOHININ Module Project expenditures and Intrafund Transfers from Non-Departmental Services in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	1,000,000	—
Intrafund Transfers	(1,000,000)	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(59,065)	628
Gross Appropriations	(22,255)	(985,050)
Intrafund Transfers	(36,522)	975,945
Contingencies/Dept Reserves	—	—
Net County Cost	288	(9,733)
Positions	—	—

General Accounting (1441P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **General Accounting**

Program Outcome Statement

To maintain accountability and fiscal transparency of County's financial information

Program Results

The core function of General Accounting is to record and maintain the County's financial information in an accountable and transparent way.

The program is responsible for the following functions:

- 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
- Working with internal and external auditors to complete mandated audits.

The program generates the County's award-winning audited Comprehensive Annual Financial Report (Annual Report) for the 20th consecutive year and the Popular Annual Financial Report (PAFR) for the 18th consecutive year. These awards of achievement for excellence in financial reporting demonstrate the program's commitment to the highest standards of transparent and accurate accounting and financial reporting. The compilation of the Annual Report is a vigorous process that requires participation of all County departments. All transactions are reviewed and recorded with integrity and due diligence. The report must comply with both generally accepted accounting principles and applicable legal requirements. The financial information in the Annual Report must be easily readable and efficiently organized to provide concise data to the residents, taxpayers, policy leaders, and County management for reliance and decision making. Overall, the Program helps the County obtain the best possible credit rating. The County is able to borrow at the lowest available interest rate to finance major capital projects. The program will continue to explore and implement innovative ways to optimize its operating efficiency and effectiveness.

Performance Measures

Number of Monthly Closing Performed on Time

Timely month-end accounting period closings are important to County departments because they capture an accurate snapshot of financial activity that is used for reporting, monitoring, reimbursement claims to the State, forecasting, and auditing.

On-going challenges with month-end close processes include reviewing and approving a high volume of transactions in a short time and ensuring all transactions are recorded timely and in accordance with accounting policies and standards.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Monthly Closing Performed on Time	12	12	12	12	12

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

General Accounting (1441P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	225,892	113,953	114,051	116,208	2,157	123,374	7,166
Total Requirements	1,486,272	1,636,669	2,068,924	1,863,459	(205,465)	1,880,606	17,147
Net County Cost	1,260,380	1,522,716	1,954,873	1,747,251	(207,622)	1,757,232	9,981
Salary Resolution	11.0	12.0	11.0	11.0	—	11.0	—
Funded FTE	11.0	12.0	11.0	11.0	—	11.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and increases in internal service charges. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($207,622). Net funding adjustments in FY 2022-23 total $9,981.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	2,157	7,166
Gross Appropriations	(205,465)	17,147
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(207,622)	9,981
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	2,157	7,166
Gross Appropriations	(205,465)	17,147
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(207,622)	9,981
Positions	—	—

Property Tax/Special Accounting (1461P)

Program Locator

County > Administration and Fiscal Services > Controller's Office > **Property Tax/Special Accounting**

Program Outcome Statement

To calculate tax rates and distribute property taxes to local agencies in accordance with applicable California laws

Program Results

The main function of the Program is to calculate the property tax rates and amounts for each parcel within the County and distribute the taxes to the County, cities, schools, special districts, and redevelopment pursuant to California law. The Program distributed $2,469,733,000 of the one percent general tax to 132 local taxing entities. A total of $291,100,000 for debt service funds were distributed to 30 entities. The taxes and debt service dollars distributed pay for the services rendered to their constituents and to repay bond debt.

The Program is also responsible for maintaining the tax rolls throughout the year, correcting bills and issuing taxpayer refunds. In addition, the Program provides accounting support services to eight special districts that maintain their funds with the County Treasurer.

For the next two years, the Property Tax Division is converting and upgrading its Property Tax System. The Program is also working with the Assessor to integrate tax systems and continue to improve integrations with the Tax Collector's system. These upgrades will make operational processes more efficient and prepare for the next steps to further upgrade the system.

Performance Measures

Distribute All Property Taxes Accurately and On-Time

Property tax revenues are typically the largest source of discretionary revenues for local agencies. The County, cities, special districts, and school districts depend on accurate and timely property tax distributions so they can pay for their expenses.

Due to COVID-19 and ongoing system projects, the Department expect delays from other County departments which may impact the Departments ability to distribute property taxes on-time to local agencies. Other challenges include potential Department resource constraints.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Distribute All Property Taxes Accurately and On-Time	100%	100%	100%	100%	100%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Property Tax/Special Accounting (1461P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,922,902	2,279,808	2,530,974	2,611,190	80,216	2,729,200	118,010
Total Requirements	2,232,209	2,714,364	3,289,042	4,034,405	745,363	3,681,627	(352,778)
Net County Cost	(690,692)	434,556	758,068	1,423,215	665,147	952,427	(470,788)
Salary Resolution	9.0	11.0	12.0	13.0	1.0	13.0	—
Funded FTE	9.0	11.0	12.0	13.0	1.0	13.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($45,845). Net funding adjustments in FY 2022-23 total ($165,650).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	80,216	2,127
Gross Appropriations	56,283	(158,523)
Intrafund Transfers	(21,912)	(5,000)
Contingencies/Dept Reserves	—	—
Net County Cost	(45,845)	(165,650)
Positions	—	—

2. Fund Balance Adjustment : This action appropriates Fund Balance for one-time Project Management Services for the Property Tax System upgrade in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	141,439	—
Intrafund Transfers	—	—
Net County Cost	141,439	—
Positions	—	—

3. Property Tax Division Overtime : This action appropriates Property Tax Division Staff overtime expenditures and corresponding Intrafund Transfers from Non-Departmental Services for the maintenance and support of the Property Tax System.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	190,000	—
Intrafund Transfers	(190,000)	—
Net County Cost	—	—
Positions	—	—

4. Departmental Systems Analyst: This action adds a Departmental Systems Analyst to the Property Tax Division in FY 2021-22. The position will assist with ongoing maintenance and monitoring of the new interfaces with the Assessor and Tax Collector's Offices, play a key roll in the business process design of the Property Tax System, act as a liaison with the Assessor and Tax Collector's Offices staff, and be a bridge between business users and the IT staff.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	183,276	286
Intrafund Transfers	—	—
Net County Cost	183,276	286
Positions	1	—

5. Controller Division Manager: This action temporarily adds a Controller Division Manager temporarily as a double fill to the Property Tax Division in FY 2021-22. The current Division Manager is set to leave in FY 2022-23 and due to the high complexity of the property tax laws and processes, the Department needs the position for knowledge transfer and an effective and seamless change of leadership.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	75,845
Gross Appropriations	252,818	(189,541)
Intrafund Transfers	—	—
Net County Cost	252,818	(265,386)
Positions	—	—

6. Accountant II - Extra Help: This action adds an extra help Accountant II in the Property Tax Division in FY 2021-22. The position will provide assistance with Excess ERAF, J29 Reports, Roll Corrections, and Apportionments.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	30,972
Gross Appropriations	103,239	—
Intrafund Transfers	—	—
Net County Cost	103,239	(30,972)
Positions	—	—

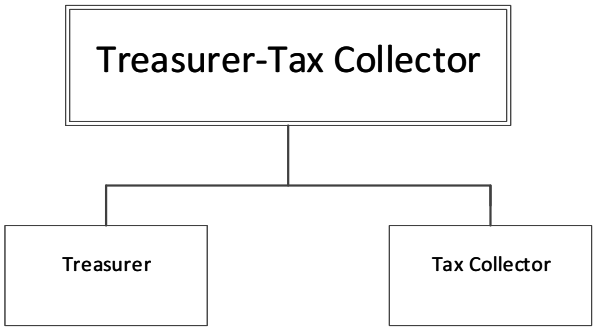
7. Senior Accountant - Overfill of Accountant II : This action overfills an Accountant II position with a Senior Accountant in the Property Tax Division in FY 2021-22. The Senior Accountant will ensure that the Department stays current with Roll Corrections, tax refunds, distribution of property taxes throughout the year to all 131 local agencies operating in the county, and analyzing, interpreting, and implementing changes on property tax laws.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	9,066
Gross Appropriations	30,220	—
Intrafund Transfers	—	—
Net County Cost	30,220	(9,066)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	80,216	118,010
Gross Appropriations	957,275	(347,778)
Intrafund Transfers	(211,912)	(5,000)
Contingencies/Dept Reserves	—	—
Net County Cost	665,147	(470,788)
Positions	1	—

TREASURER-TAX COLLECTOR



Department Locator

County > Administration and Fiscal Services > **Treasurer – Tax Collector**

Mission Statement

The San Mateo County Treasurer-Tax Collector is dedicated to providing the highest level of customer service in a courteous, consistent, and professional manner while providing accurate information, collecting revenue effectively, investing responsibly, and safeguarding County taxpayer dollars.

Overview

The Tax Collector Program is responsible for administering, collecting, and reporting tax revenues levied annually for secured, unsecured, and supplemental taxes. The division is also responsible for the collection of the Transient Occupancy Tax (TOT), which is levied on the rent charged by the operator for the privilege of occupying a room or rooms or other living spaces in a hotel, inn, tourist home or house, motel, or other similar structure or portion thereof for a period of 30 days or less. In addition, the office collects Vehicle Rental Business License Tax (VRBLT) which is authorized under San Mateo County Ordinance Code Chapter 5.150. The County ordinance provides that the County of San Mateo collect VRTBLT from associated businesses operating in the unincorporated areas of the county. Operators are required to obtain a 'Vehicle Rental Business Registration" within 30 days after commencing business. The Office is also responsible for issuing business licenses for businesses in unincorporated San Mateo County. Staff within the Tax Collector's Office provide information and assistance to individual taxpayers and record payments and reconcile accounts with the Controller for all tax rolls. Additionally, the staff oversees tax defaulted or delinquent tax payments, files liens and performs bank seizure on unsecured accounts and, after five years, with the approval of the Board of Supervisors, sells the delinquent real property at auction.

The Treasurer Program is responsible for the receipt, custody, and investment of all monies placed in the County treasury for all County departments, schools, cities, and special districts. Moreover, this division oversees all banking operations and the County Investment Pool. The primary objective of this division is to preserve principal, consistently maintain sufficient liquidity to meet the financial needs of the County, and earn a reasonable rate of return.

For FY 2020-21, the estimated dollar earnings and estimated earnings rate are $74 million and 1.15 percent, respectively. The Treasurer Program is currently handling paying agent responsibilities for 185 General Obligation (GO) bonds and five Tax and Revenue Anticipation Notes (TRANS) for school districts. As the provider of banking and cash management services to all County departments, this division anticipates that it will process 45,080 customer transactions. Due to the current size of the County Pool, administrative costs have been reduced and operational efficiencies have been realized within the Treasurer Program. The current administrative fee for the County Investment Pool is 9.5 basis points. The County Pool Administrative Fee is established annually and is effective July 1 through June 30. The fee is developed to align with the actual administrative cost of managing the pool. Due to variations in the pool size during the fiscal year (such as those caused by the influx of funds from unanticipated school bond issues or voluntary pool participant withdrawals), a true-up of fees collected will take place in the 4th quarter of each fiscal year.

Priorities for FY 2021-23 include implementing centralized cashiering and ensuring the health and safety of employees and customers.

Department Innovations

The Treasurer-Tax Collector continues to provide services using the appointment system. The Department is providing the bridge between e-government and the digital divide community by continuing to allow taxpayers to make their tax payment in person.

In response to the COVID-19 pandemic, the office continued service with added COVID-19 related safety measures, particularly in critical areas such as cash management and semi-annual tax collection. The continuation of these services was particularly important given the ways in which the digital divide impacts residents from different demographic backgrounds in a disproportionately negative way. As in FY 2020-21, in FY 2021-23, the office will continue its focus on creating a COVID-19 safe work environment that protects employees and customers.

In addition, the office is managing and investing the County's funds with maximum security of principal invested, ensuring sufficient liquidity to meet all anticipated expenses, and achieving a competitive yield while conforming to all applicable statutes and resolutions governing the investment of public funds. As the sustainable investing continues to grow at a healthy pace, the office is working to incorporate an Environmental, Social, and Corporate Governance (ESG) strategy by identifying, developing, and implementing an approach that seeks to meet the organization's sustainable investment objectives.

Performance Measures

Dollars of Property Tax Collected

Property tax revenue remains within the county in which it is collected and is used exclusively by local governments. State laws control the allocation of property tax revenue from the 1 percent rate to more than 4,000 local governments, with K-14 districts and counties receiving the largest amounts. The distribution of property tax revenue within each local institution, however, varies significantly by locality.

The property tax process in San Mateo County, like most other California Counties, is split between three different offices - the Assessor, the Controller, and the Tax Collector/Treasurer. In San Mateo County, the heads of these offices are elected officials. Each of them is responsible to the public for the assessment, collection, and distribution of property taxes as well as other important functions. The Assessor determines the underlying value of the properties, the Controller determines the amount of taxes to be collected from each property, the Tax Collector bills and collects the tax due from each property, and the Controller distributes the revenues to each of the taxing jurisdictions.

In response to the COVID-19 pandemic, the Treasurer-Tax Collectors office was used to operating in routine, predictable, and regulated systems to deploy continuous service with added safety measures, particularly in critical areas such as cash management and semi-annual tax collection. The Treasurer Tax Collector provides the bridge between the e-government and the digital divide community by allowing taxpayers to make tax payment in-person.

The goal of this measure is to highlight the need for service accessibility through various means (including in-person, mail-in, and electronic), knowing that, even as society becomes increasingly dependent on internet access, the digital divide still impacts residents from various backgrounds, ages and abilities in San Mateo county. While this is not an exhaustive list, residents who experience digital exclusion may include the following:

- People who live in more rural areas where there is low or no internet connectivity
- People who live with a disability
- People who live with particular mental health conditions
- People who are elderly
- People from culturally and linguistically diverse groups, as language barriers are exacerbated in online services.

With the projected increase in electronic government services continuing in the post-COVID-19 world, the digital divide's causes and implications must be well-understood to pursue an equitable system that provides customer service that meets people where they are.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Dollars of Property Tax Collected	$2.9 B	$2.9 B	$2.8 B	$2.75 B	$2.75 B

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	In Person	Mail In	E-Services
Number of Customers by Payment Type	13,315	37,803	281,009

Dollars Earned from Investment Pool

The Division of the Treasurers Office manages the Treasury Investment Pool which is a fixed income investment operation for the Countys general revenue and trust funds and funds of school districts, community colleges, special districts, and voluntary participants such as cities. The Office manages and invests the Countys funds to ensure sufficient liquidity to meet all anticipated expenses. As sustainable investing continues to grow at a healthy pace, the office is working to incorporate review of the Environmental, Social, and Governance (ESG) metric by identifying, developing, and implementing the approach that seeks to meet the organizations sustainable investment objectives. The ESG criteria are an increasingly popular way for investors to evaluate companies in which they might want to invest. Investments will be made into funds with the intention of generating measurable social and environmental impact in addition to seeking a financial return by considering and investing in corporate investments with favorable ESG scores, ideally below 30.

Performance Measures

Investment of funds are encouraged in entities that:
- Support safe and environmentally sound practices and fair labor practices;
- Provide equality of rights regardless of sex, race, age, disability, or sexual orientation;
- Offer banking products to serve all members of the local community; and
- Promote community economic development.

Investments are discouraged in entities that:
- Manufacture tobacco products, firearms, or nuclear weapons; and
- Finance high-cost check-cashing, deferred deposit (payday lending) businesses.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Dollars Earned from Investment Pool	$120 M	$106 M	$74 M	$70 M	$70 M

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	Low	Medium	High	Severe
ESG Risk Score (Corporate Bonds)	30%	42%	24%	3%

Cost per Capita of Operating Costs of the Treasurer-Tax Collector

The Treasurer-Tax Collectors office places an emphasis on efficiently and effectively providing quality public services by lowering the operational expenses to avoid additional tax burden on San Mateo county residents.The Office focuses on efficiency by doing more for less. This focus involves maximizing outputs such as the volume of services provided, minimizing inputs such as the amount of resources or capital required to produce those services, and maintaining or improving quality. For example:
- Managers are responsible for all levels of management roles within the organization with no overlapping responsibilities
- There is a limited number of reporting layers
- Engagement only in necessary and efficient planning activities
- No fragmented delivery of service process to avoid redundancy across the Department
- Focus on simplified business processes that add value
- Simplified business application and IT structure
- Outsource activities that are handled most effectively by a larger talent pool
- Automation of manual processes such as check processing (check 21), lockbox payments, interface files to CTL system, corrections on bills and IVR payment data to Payment Express

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Cost per Capita of Operating Costs of the Treasurer-Tax Collector	$10.53	$13.84	$13.98	$13	$13
Benchmark (nine Bay Area Counties Average)	$15.96	$17.18	$18.97	--	--

Treasurer - Tax Collector (1500B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Licenses, Permits and Franchises	2,372	1,545	1,850	1,550	(300)	1,550	–
Use of Money and Property	–	–	–	–	–	–	–
Charges for Services	6,869,919	5,065,149	7,407,885	7,377,885	(30,000)	7,951,784	573,899
Interfund Revenue	2,077,091	2,794,743	1,133,014	842,886	(290,128)	112,886	(730,000)
Miscellaneous Revenue	123,654	114,248	56,000	60,000	4,000	60,000	–
Total Revenue	**9,073,035**	**7,975,684**	**8,598,749**	**8,282,321**	**(316,428)**	**8,126,220**	**(156,101)**
Fund Balance	4,087,746	5,167,910	2,988,908	2,635,851	(353,057)	267,284	(2,368,567)
Total Sources	**13,160,781**	**13,143,594**	**11,587,657**	**10,918,172**	**(669,485)**	**8,393,504**	**(2,524,668)**
Salaries and Benefits	4,039,860	3,849,973	5,606,636	5,511,330	(95,306)	5,356,197	(155,133)
Services and Supplies	3,412,592	6,022,630	6,223,887	5,368,693	(855,194)	4,521,338	(847,355)
Other Charges	872,874	750,039	2,484,696	1,807,968	(676,728)	1,262,880	(545,088)
Reclassification of Expenses	–	–	–	–	–	–	–
Fixed Assets	72,668	–	40,000	40,000	–	–	(40,000)
Other Financing Uses	172,856	158,789	182,595	182,895	300	183,295	400
Gross Appropriations	**8,570,850**	**10,781,430**	**14,537,814**	**12,910,886**	**(1,626,928)**	**11,323,710**	**(1,587,176)**
Intrafund Transfers	(601,576)	(128,011)	(200,000)	(110,000)	90,000	(902,626)	(792,626)
Net Appropriations	**7,969,275**	**10,653,419**	**14,337,814**	**12,800,886**	**(1,536,928)**	**10,421,084**	**(2,379,802)**
Contingencies/Dept Reserves	267,284	267,284	267,284	267,284	–	267,284	–
Total Requirements	**8,236,559**	**10,920,703**	**14,605,098**	**13,068,170**	**(1,536,928)**	**10,688,368**	**(2,379,802)**
Net County Cost	**(4,924,222)**	**(2,222,891)**	**3,017,441**	**2,149,998**	**(867,443)**	**2,294,864**	**144,866**
Salary Resolution	34.0	34.0	34.0	34.0	–	34.0	–
Funded FTE	34.0	34.0	34.0	34.0	–	34.0	–

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $669,485 or 5.8 percent from FY 2020-21 Revised to FY 2021-22 Recommended Budget due to the following changes:

Licenses, Permits and Franchises
There is a net decrease of $300 in this funding source due to a decrease in business license applications.

Charges for Services
There is a net decrease of $30,000 in this funding source due to a decrease in the property tax administrative fee. This decrease is partially offset by an increase in tax and investment administrative fees and other service charges.

Interfund Revenue
There is a net decrease of $290,128 in this funding source due to a decreased need for the level of funding in 2021.

Miscellaneous Revenue
There is a net increase of $4,000 in this funding source due to anticipated sale of data.

Fund Balance
There is a decrease of $353,057 in this funding source due to removal of one-time savings from the prior year.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,536,928 or 10.5 percent from FY 2020-21 Revised to FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net decrease of $95,306 in this expenditure category due to removal of unspent appropriations and elimination of extra-help positions.

Services and Supplies
There is a net decrease of $855,194 in this expenditure category due to the removal of one-time costs for the tax system and the replacement of remittance processors. This decrease is partially offset by increased contract costs for auditing services for Transient Occupancy Tax and Vehicle Rental Business License Tax and other professional contract services related to investment portfolio management.

Other Charges
There is a net decrease of $676,728 in this expenditure category due to the removal of a one-time cost related to administrative fee reimbursement. This decrease was partially offset by an increase in other miscellaneous charges including telephone and banking expenses.

Fixed Assets
There is no change in this expenditure category.

Other Financing Uses
There is a net increase of $300 in this expenditure category due to an increase in County facility rental charges.

Intrafund Transfers
There is a net decrease of $90,000 in this expenditure category due to a minor correction of a budget allocation to better align with accounting methodology.

Contingencies/Departmental Reserves
The balance in General Fund Reserves represents 2.1 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST
There is a decrease of $867,443 or 28.7 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $2,524,668 or 23.1 percent from FY 2021-22 Recommended to FY 2022-23 Preliminary Recommended Budget due to the following changes:

Licenses, Permits and Franchises
There is no change in this funding source.

Charges for Services
There is a net increase of $573,899 in this funding source due to an adjustment in the administrative fee.

Interfund Revenue
There is a net decrease of $730,000 in this funding source due to completion of a tax system implementation project.

Fund Balance
There is a net decrease of $2,368,567 in this funding source due to removal of savings from the prior year.

TOTAL REQUIREMENTS
Total Requirements decreased by $2,379,802 or 18.2 percent from FY 2021-22 Recommended to FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net decrease of $155,133 in this expenditure category due to removal of unspent appropriations and elimination of extra-help positions.

Services and Supplies
There is a net decrease of $847,355 in this expenditure category due to the completion of one-time projects and elimination of unspent appropriations.

Other Charges
There is a net decrease of $545,088 in this expenditure category due to a decrease in service charges. This decrease was partially offset by an increase in the facility rental charges.

Fixed Assets
There is a decrease of $40,000 due to one-time costs for the replacement remittance processor.

Other Financing Uses
There is a net increase of $400 in this expenditure category due to an increase in County facility rental charges.

Intrafund Transfers
There is a net increase of $792,626 in this expenditure category due to an appropriation of funding source for tax system annual maintenance cost budgeted in other professional contract services.

Contingencies/Departmental Reserves

The balance in General Fund Reserves represents 2.6 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST

There is an increase of $144,866 or 6.7 percent 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

Provide property tax billing and collection services

Program Results

The Tax Collector provides property tax billing and collection services as well as public auctions for tax defaulted property. The Program processes an average of 300,000 tax bills annually. The Tax Collector uses a lockbox system that allows Union Bank to directly receive, process, and deposit secured property tax payments. The Tax Collector has two additional payment locations: during peak tax times, Coastside residents can make their property tax payments at the Sheriff's substation in Half Moon Bay; and North Bay residents can make their payments at the Department's satellite office in South San Francisco.

In FY 2019-21, dollars collected increased as a result of the Program's continued focus on collection efforts, as well as the increasing dollar value of the secured tax roll. San Mateo County Tax Collector continues to maintain one of the highest secured collection rates in California at 99 percent. Priorities for FY 2021-23 include implementing centralized cashiering and ensuring the health and safety of our employees and the customers.

Performance Measures

Number of Customer Service Live Chats

The Tax Collectors live chat service provides customers with a way to reach the office at the exact moment that they have questions or problems they cannot solve. It provides taxpayers with immediate access and avoids the delay of waiting for a response to an email.

Especially with quality live chat customer service, Tax Collector employees can read the taxpayers' text while also reviewing other details in the tax system.

Beyond improving the customer experience, the ability to increase employees' productivity combined with the data collected will lead the Tax Collector's Office to greater success with live chat as part of the customer support program.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Customer Service Live Chats	5,010	6,619	9,206	8,500	8,500

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Tax Collector (1510P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	7,075,394	6,924,945	4,367,203	3,264,269	(1,102,934)	2,013,644	(1,250,625)
Total Requirements	5,138,661	6,603,521	6,440,978	5,259,678	(1,181,300)	4,086,746	(1,172,932)
Net County Cost	(1,936,733)	(321,424)	2,073,775	1,995,409	(78,366)	2,073,102	77,693
Salary Resolution	15.0	15.0	15.0	15.0	—	15.0	—
Funded FTE	15.0	15.0	15.0	15.0	—	15.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $605,076. Net funding adjustments in FY 2022-23 total $240,510.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,786,376)	(1,413,442)
Gross Appropriations	(1,181,300)	(1,172,932)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	605,076	240,510
Positions	—	—

2. Fund Balance Adjustments: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End fund balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	683,442	162,817
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(683,442)	(162,817)
Positions	—	—

3. Tax System Cost Assistance: This action appropriates funding for the tax system's annual maintenance cost budgeted in other professional contract services. This action supports the County Tax Collector to facilitate billing, collection, and apportionment of secured, unsecured, unitary, and local business taxes and provides electronic payment processing services for in-person and online e-payment transactions.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	—	792,626
Intrafund Transfers	—	(792,626)
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(1,102,934)	(1,250,625)
Gross Appropriations	(1,181,300)	(380,306)
Intrafund Transfers	—	(792,626)
Contingencies/Dept Reserves	—	—
Net County Cost	(78,366)	77,693
Positions	—	—

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 to all County departments, schools, community colleges, cities, special districts, and taxpayers, including investment of the County Pool, banking services, school bond paying agent services, and cash management. The Program manages a $6.2 billion investment pool that is comprised of 21.6 percent voluntary and 78.4 percent involuntary participants.

In FY 2019-21, all compliance and audit reports reflected with no exceptions. Investment Services Specialists in the Program strive to ensure that all transactions comply with the investment policy and state code. In FY 2020-21, the estimated dollar earnings in the Pool is projected to be $81 million. The County Pool yield rate is projected to be 1.15 percent. Paying agent responsibilities were accepted for 191 General Obligation Bonds and five Tax and Revenue Anticipation Notes, which increased funding to the County Pool. Banking expenses continue to be closely monitored and costs maintained.

Priorities for the upcoming budget cycle include: hiring and retaining qualified staff; ensuring sufficient liquidity to meet all anticipated expenses; achieving an overall customer service rating of satisfactory; processing 98 percent of deposits within one day; and continuing to review and monitor the continuity of operations plan to ensure that funds are available in the event of an emergency.

Performance Measures

Total Number of Transactions

The COVID-19 pandemic has changed the delivery method of public service nationwide. The Treasurer's Office serves as a County bank, holding responsibility for dealing with the crisis in the ever-changing situation and improvising along the way. While the Office is focusing on mobilization and utilization of resources, the pandemic has highlighted the importance of public services for residents with limited technical knowledge and accessibilities. The Office adapts and re-adjusts how services are delivered to minimize the negative impact of the pandemic on individuals and communities. With an increased awareness of the digital divide, the Office has provided in-person service throughout the pandemic for those who have limited or no access to the internet and computers.

While examining the existing treasury cash management process, the Department assesses the post-pandemic challenges to meet clients' expectations and reprioritize what is essential. The goal is to facilitate payments from taxpayers and deposits from the County departments, provide digital access and remote flexibility, implement new communication methods, and reassign employees where needed.

It's essential for the Department to collect the total number of transactions because they provide the benchmark necessary to measure performance. The data can be used to maximize operational efficiency and find prospects for expansion. In addition, this measure enables the Department to refine the cash management team to provide outstanding quality customer service, evaluate their future performance, and establish slow and peak times to optimize the staffing schedules.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Total Number of Transactions	63,753	30,392	47,080	50,000	50,000

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Treasurer (1520P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	6,085,387	6,218,649	7,220,454	7,653,903	433,449	6,379,860	(1,274,043)
Total Requirements	3,097,898	4,317,182	8,164,120	7,808,492	(355,628)	6,601,622	(1,206,870)
Net County Cost	(2,987,489)	(1,901,467)	943,666	154,589	(789,077)	221,762	67,173
Salary Resolution	19.0	19.0	19.0	19.0	—	19.0	—
Funded FTE	19.0	19.0	19.0	19.0	—	19.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $1,163,332. Net funding adjustments in FY 2022-23 total $171,640.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,518,960)	(1,378,510)
Gross Appropriations	(445,628)	(1,206,870)
Intrafund Transfers	90,000	—
Contingencies/Dept Reserves	—	—
Net County Cost	1,163,332	171,640
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End fund balance.

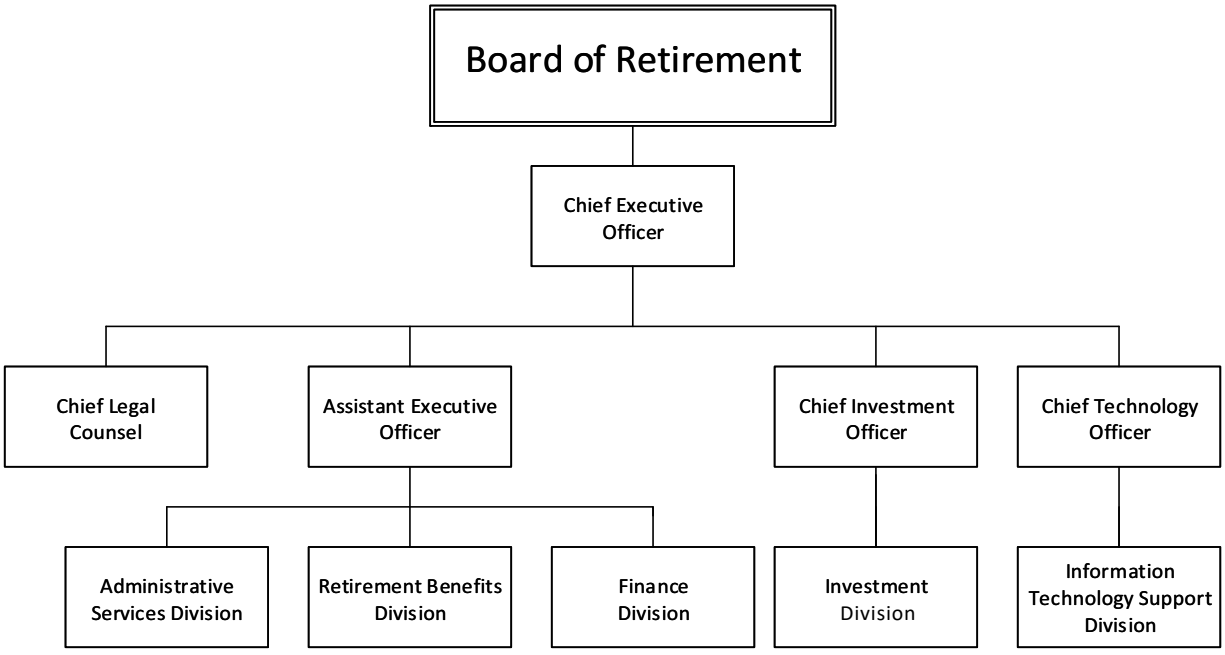
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,952,409	104,467
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(1,952,409)	(104,467)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	433,449	(1,274,043)
Gross Appropriations	(445,628)	(1,206,870)
Intrafund Transfers	90,000	—
Contingencies/Dept Reserves	—	—
Net County Cost	(789,077)	67,173
Positions	—	—

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RETIREMENT OFFICE (SamCERA)



Department Locator

County > Administration and Fiscal Services > **Retirement Office (SamCERA) - Information Only**

Mission Statement

SamCERA exists to serve as a loyal fiduciary for its members and as a prudent administrator of the retirement system.

Overview

San Mateo County Employees' Retirement Association (SamCERA) was created by the Board of Supervisors in 1944, pursuant to the provisions of California's County Employees Retirement Law of 1937, and is an independent government entity separate from the County of San Mateo. SamCERA provides retirement, disability, and death benefits for its eligible members and beneficiaries in accordance with the provisions of the Constitution of the State of California. The Board of Retirement serves as fiduciary for all SamCERA's members and employers. The Board is responsible for administering the provisions of the 1937 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 the Board are met in accordance with the highest standards set forth in its mission and goals statement. SamCERA's goals are to provide caring, fair, accurate, timely, and knowledgeable professional services to SamCERA's members and other stakeholders. SamCERA prudently manages the assets to appropriately fund the actuarial liabilities of the retirement system and ensure the ability to pay all earned benefits while minimizing the costs to its employers. SamCERA serves as a loyal fiduciary to its 12,736 members and eligible beneficiaries and entities to constantly improve the effectiveness of its services and the efficiency of its operations.

Department Innovations

SamCERA has been developing a new MySamCERA mobile application, which will offer an improved user interface and make it easier for all members to access their retirement account information. In addition, SamCERA will begin working on a new MySamCERA web portal and a refreshed website, which will create a seamless interface for membership.

SamCERA is looking at cloud data management systems that can help collect and sort through data (i.e. investment) using artificial intelligence. This would allow staff more time to focus on data analysis.

Performance Measures

Number of Retirement Workshops, Seminars and Member Outreach Events

Member education is a key element of SamCERA's commitment to member service. SamCERA aims to provide members with the tools and resources needed to understand their pension benefits and successfully plan for retirement. SamCERA offers conflict-free financial courses, retirement seminars/workshops, and individual counseling. Due to the COVID-19 pandemic, SamCERA was not able to offer in-person seminars/workshops towards the end of FY 2019-20. For FY 2020-21, SamCERA turned its focus to conducting all its classes virtually. The number of classes offered is expected to decrease due to departments canceling new hire orientations and SamCERA's ability to allow more individuals to participate virtually versus in-person, which is restricted by room capacity limits. Allowing more individuals to participate virtually has eliminated the need to hold more classes, but has enabled SamCERA to still reach out to the same number of members, if not more.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of retirement workshops, seminars and member outreach events	69	60	50	55	55

Performance Measures

Actual Funded Ratio for SamCERA

SamCERA's funding status is derived from the ratio of plan assets to plan liabilities. The funded ratio declined to 85.8% in FY 2018-19 mainly due to the change in the investment return assumption being lowered from 6.75% to 6.5%. For FY 2019-20, SamCERA's funded status increased slightly by 0.6% to 86.4% primarily due to employer contributions to amortize the Unfunded Actuarial Accrued Liability (UAAL). If investment assumptions are met and the UAAL is paid down, SamCERA's funded ratio will increase.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Actual funded ratio for SamCERA	86%	86%	88%	90%	92%

Retirement Office (2000B)
Retirement Trust Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Miscellaneous Revenue	7,814,728	7,537,206	8,458,483	9,476,277	1,017,794	9,111,964	(364,313)
Other Financing Sources	–	–	–	114,968	114,968	114,968	–
Total Revenue	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Total Sources	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Salaries and Benefits	4,689,248	5,091,521	5,548,167	5,791,494	243,327	5,797,042	5,548
Services and Supplies	2,996,639	2,181,952	2,624,905	3,456,268	831,363	3,069,232	(387,036)
Other Charges	128,840	263,734	285,411	343,483	58,072	360,658	17,175
Fixed Assets	–	–	–	–	–	–	–
Gross Appropriations	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Intrafund Transfers							
Net Appropriations	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Total Requirements	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Salary Resolution	24.0	23.0	23.0	23.0	–	23.0	–
Funded FTE	24.0	23.0	22.8	23.0	0.2	23.0	–

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Retirement Office (2000B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	7,814,728	7,537,206	8,458,483	9,591,245	1,132,762	9,226,932	(364,313)
Total Requirements	7,814,728	7,537,206	8,458,483	9,591,245	1,132,762	9,226,932	(364,313)
Net County Cost	–	–	–	–	–	–	–
Salary Resolution	24.0	23.0	23.0	23.0	–	23.0	–
Funded FTE	24.0	23.0	22.8	23.0	0.2	23.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $0. Net funding adjustments in FY 2022-23 total $0.

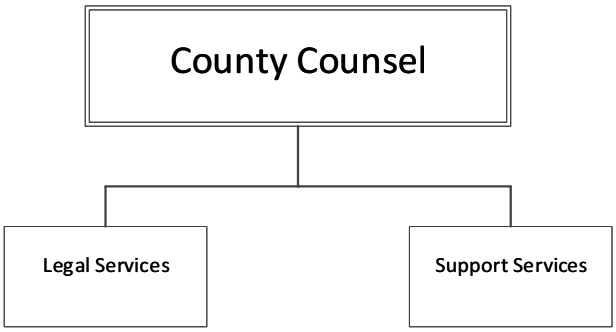
	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	1,132,762	(364,313)
Gross Appropriations	1,132,762	(364,313)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	1,132,762	(364,313)
Gross Appropriations	1,132,762	(364,313)
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

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COUNTY COUNSEL'S OFFICE



Department Locator

County > Administration and Fiscal Services > **County Counsel's Office**

Mission Statement

The Office of the County Counsel (CCO) provides quality and timely legal services to the Board of Supervisors, the County Manager's Office, elected County officials, all County departments, and boards and commissions. The Office also provides services to school districts, special districts, and other public agencies operating within the County, allowing them to carry out their responsibilities in a manner fully consistent with the law.

Overview

The Office of the County Counsel is composed of civil attorneys and support staff who provide the County with 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. CCO also defends and/or prosecutes civil actions on behalf of its clients. CCO's recent accomplishments include the following:

- Supported the Board of Supervisors, County Manager, and Health Departments in the County's ongoing response to the COVID-19 pandemic
- Provided legal and support staff to the Emergency Operations Center and mass vaccination clinics
- Provided staff to the Contact Tracing team
- Supported the Project Development Unit on complex ongoing construction efforts
- Provided legal support to the Board of Supervisors in its efforts regarding affordable housing
- Provided legal support throughout the ongoing FY 2020-21 labor negotiation cycle

Current challenges include supporting attorneys and staff who are affected by pandemic school and childcare closures. We continue in our efforts to recruit top-notch legal talent in an environment of escalating legal salaries in the private legal market while keeping pace with the increasing volume and complexity of legal work in a primarily remote, 24/7 work environment.Priorities areas in FY 2021-23 include the following:

- Countywide recovery from the COVID-19 pandemic
- County Capital Projects
- State Controller's Office issues
- Sea Level Rise
- Responding to potential and real changes in state and federal policy
- Affordable/workforce housing
- Local airport management
- Short-term rentals
- Language access
- Impact litigation
- Flavored tobacco and vaping products
- Big Lift
- North Fair Oaks Initiatives

Department Innovations

In March 2020, our office implemented a support staff scheduling protocol to balance business needs with health and safety. We maintain an online calendar of scheduled staff in order to allow planning for sufficient social distance and tracking, should contact tracing ever be necessary. Attorneys are able to refer to this calendar in order to contact the scheduled staff and plan for in-office activities (e.g. exhibit creation, document production).

Our office has a long history of employing attorneys and staffs from a variety of diverse cultural and social backgrounds. We have worked closely with minority legal and bar associations during recruitments and have also created our own diversity and equity training criteria for attorneys and staff.

Performance Measures

Percent of Clients Selecting "Agree" or "Strongly Agree" in the CCO Biennial Survey that the Provided Legal Services Meet or Exceed Standards.

On a biennial schedule, the County Counsel's Office sends a comprehensive survey to each client organization, contacting both the executive team and other managers who are regularly advised by a CCO attorney. The same survey is distributed to both County departments and external clients (e.g. school districts and special districts), with equal weight granted to each client organization. The purpose of the survey is to inform internal policies and procedures regarding all aspects of client work, encouraging continuous improvement. The survey also facilitates conversations with clients including business needs for additional areas of legal support.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Clients Selecting "Agree" or "Strongly Agree" in the CCO Biennial Survey that the Provided Legal Services Meet or Exceed Standards.	94%	--	98%	--	95%

Performance Measure	Internal Clients	External Clients
Percent of Clients in FY 2020-21 selecting "Agree" or "Strongly Agree" in the CCO Biennial Survey that the Provided Legal Services Meet or Exceed Standards by Client Type	98%	98%

Percent of Post-Litigation Survey Respondents Rating Services as Very Satisfied or Mostly Satisfied

The County Counsel's Office supports internal and external clients in the area of litigation defense. When a complaint is first filed, the assigned attorney composes a written case analysis and also meets with the client to discuss possible outcomes and expectations. When the litigation matter concludes (e.g. via court order), the Office sends a survey to the client organization. The questions explore the quality of the legal advice, the frequency of communication, the attorneys' responsiveness and ability to listen to client concerns, the outcome of the case, and the overall level of service. The survey is distributed to both internal and external clients with equal weight granted to both. The responses received help to inform internal processes and procedures around litigation support.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Post-Litigation Survey Respondents Rating Services as Very Satisfied or Mostly Satisfied	100%	100%	100%	90%	90%

Performance Measure	Internal Clients	External Clients
Percent of Post-Litigation Survey Respondents Rating Services as Very Satisfied or Mostly Satisfied by Client Type	100%	100%

Performance Measures

Percent of CCO Employees Completing Annual Training in Implicit Bias

In the wake of national civil unrest, the County Counsel's Office engaged noted social justice expert Michael Roosevelt to assist in developing a custom curriculum addressing how our biases contribute to systemic and persistent and racial ethnic disparities. Alongside Mr. Roosevelt, Office leadership designed the workshop to provide a practical environment to learn about implicit bias and how it invariably impacts individual actions, decisions and behaviors. The workshop was structured to help participants learn how to take personal responsibility for the elimination of bias. The workshop also provided employees with an opportunity to engage in practical exercises while discussing the values of integrity, fairness, unbiased treatment, transparency and respect, all of which are vital to the effective functioning of the County.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of CCO Employees Completing Annual Training in Implicit Bias	--	--	100%	100%	100%
New Measure: Prior year data is not available.					

Percentage of CCO Employees Completing Annual Training in Diversity or Equity

In FY 2020-21, the County Counsel's Office developed our first office-wide diversity and equity training curriculum. The training was facilitated by Tanya Beat from the Commission on the Status of Women and explored diverse cultural and background factors, encouraging empathy for others and understanding of individual differences.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percentage of CCO Employees Completing Annual Training in Diversity or Equity	--	--	100%	100%	100%
New Measure: Prior year data is not available.					

County Counsel's Office (1600B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	32,057	—	—	118,908	118,908	118,908	—
Charges for Services	5,177,420	5,189,294	5,183,357	5,071,018	(112,339)	5,071,018	—
Interfund Revenue	3,969	2,564	—	—	—	—	—
Miscellaneous Revenue	715,719	815,330	759,643	316,547	(443,096)	316,547	—
Other Financing Sources	—	17,630	—	—	—	—	—
Total Revenue	**5,929,165**	**6,024,819**	**5,943,000**	**5,506,473**	**(436,527)**	**5,506,473**	**—**
Fund Balance	3,278,687	4,491,448	6,198,469	6,875,679	677,210	6,967,780	92,101
Total Sources	**9,207,852**	**10,516,267**	**12,141,469**	**12,382,152**	**240,683**	**12,474,253**	**92,101**
Salaries and Benefits	12,833,527	12,883,025	14,125,079	14,451,486	326,407	14,579,764	128,278
Services and Supplies	1,649,746	881,067	1,144,017	981,117	(162,900)	952,779	(28,338)
Other Charges	660,315	657,456	745,594	733,909	(11,685)	746,204	12,295
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	28,905	25,030	25,585	23,062	(2,523)	23,443	381
Gross Appropriations	**15,172,493**	**14,446,578**	**16,040,275**	**16,189,574**	**149,299**	**16,302,190**	**112,616**
Intrafund Transfers	(2,900,413)	(2,438,045)	(2,672,987)	(2,672,987)	—	(2,672,987)	—
Net Appropriations	**12,272,080**	**12,008,533**	**13,367,288**	**13,516,587**	**149,299**	**13,629,203**	**112,616**
Contingencies/Dept Reserves	4,008,296	6,001,394	6,742,366	6,967,780	225,414	7,019,881	52,101
Total Requirements	**16,280,376**	**18,009,927**	**20,109,654**	**20,484,367**	**374,713**	**20,649,084**	**164,717**
Net County Cost	**7,072,524**	**7,493,661**	**7,968,185**	**8,102,215**	**134,030**	**8,174,831**	**72,616**
Salary Resolution	49.0	49.0	49.0	49.0	—	49.0	—
Funded FTE	49.0	49.0	48.7	48.5	(0.2)	48.5	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources increased by $240,683 or 2 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes
There is a net increase of $118,908 in this funding source due to Measure K funding.

Charges for Services
There is a net decrease of $112,339 in this funding source due to an anticipated decrease in Public Administrator Legal Fees.

Miscellaneous Revenue
There is a net decrease of $443,096 in this funding source due to an anticipated decrease in pass through expense reimbursements.

Fund Balance
There is a net increase of $677,210 in this funding source due to due to increases in Contingencies and Department Reserves.

TOTAL REQUIREMENTS

Total Requirements increased by $374,713 or 1.9 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $326,407 in this expenditure category due to increases in Salaries, County Retirement Contribution, 401(a) Contribution, Experience Pay, and increases in the Blue Shield HDHP and Kaiser Health Plan.

Services and Supplies
There is a net decrease of $162,900 in this expenditure category due to decreases in Other Professional Contract Services and Computer Equipment Maintenance. This decrease was partially offset by increases in Software and Professional Association Membership.

Other Charges
There is a net decrease of $11,685 in this expenditure category due to reductions in Telephone Service Charges, Rental Charges, and Motor Vehicle Mileage Charges. This decrease was partially offset by increases in Automation Services and General Liability Insurance.

Fixed Assets
There is no change in this expenditure category.

Other Financing Uses
There is a net decrease of $2,523 in this expenditure category due to a reduction in Facility Surcharge.

Intrafund Transfers
There is no change in this expenditure category.

Contingencies/Departmental Reserves

There is net increase of $225,414 in this expenditure category due to an increase in Departmental Reserves. The balance in General Fund Reserves represents 52 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST

There is an increase of $134,030 or 1.7 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES

Total Sources increased by $92,101 or 0.7 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Fund Balance

There is a net increase of $92,101 in this funding source due to an increase in Contingencies and Departmental Reserves.

TOTAL REQUIREMENTS

Total Requirements increased by $164,717 or 0.8 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $128,278 in this expenditure category due to increases in Regular Permanent Positions, Work Group 4 Compensatory Time, and County Retirement Contributions.

Services and Supplies

There is a net decrease of $28,338 in this expenditure category due to reductions in Office Supplies.

Other Charges

There is a net increase of $12,295 in this expenditure category due to increases in Telephone Services, Automation Services, and Facility Rental Charges.

Other Financing Uses

There is a net increase of $381 in this expenditure category due to an increase in Facility Surcharge.

Intrafund Transfers

There is no change in this expenditure category.

Contingencies/Departmental Reserves

There is net increase of $52,101 in this expenditure category due to an increase in Departmental Reserves. The balance in General Fund Reserves represents 52 percent of Net Appropriations, which exceeds the County's two percent Reserves policy.

NET COUNTY COST

There is an increase of $72,616 or 0.9 percent in this Department's General Fund allocation.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

County Counsel's Office (1600B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	9,207,852	10,516,267	12,141,469	12,382,152	240,683	12,474,253	92,101
Total Requirements	16,280,376	18,009,927	20,109,654	20,484,367	374,713	20,649,084	164,717
Net County Cost	7,072,524	7,493,661	7,968,185	8,102,215	134,030	8,174,831	72,616
Salary Resolution	49.0	49.0	49.0	49.0	—	49.0	—
Funded FTE	49.0	49.0	48.7	48.5	(0.2)	48.5	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($18,244). Net funding adjustments in FY 2022-23 total $99,106.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(6,634,996)	(6,875,679)
Gross Appropriations	89,126	72,299
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(6,742,366)	(6,848,872)
Net County Cost	(18,244)	99,106
Positions	—	—

2. Chief Deputy County Counsel: To better align operational needs, one Deputy County Counsel is deleted, and one Chief Deputy County Counsel is added in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	33,366	317
Intrafund Transfers	—	—
Net County Cost	33,366	317
Positions	—	—

3. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

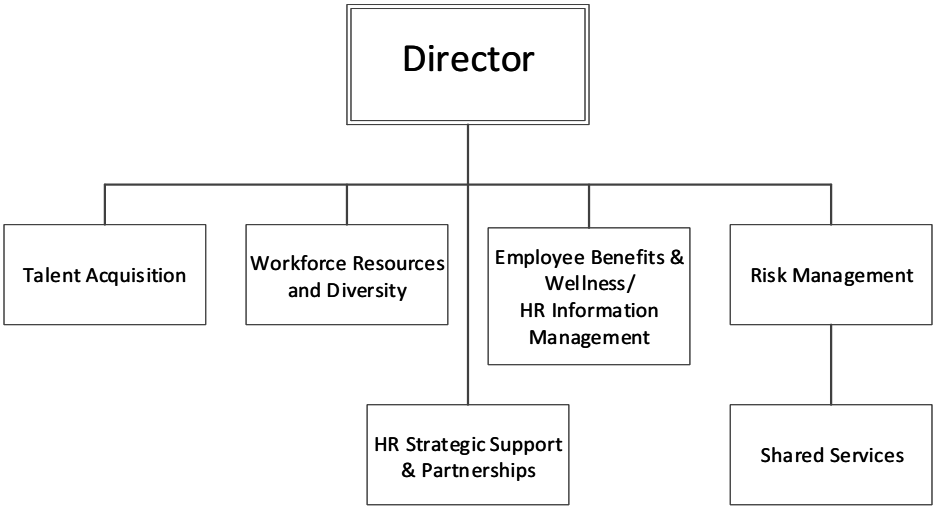
	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	6,875,679	6,967,780
Gross Appropriations	26,807	40,000
Intrafund Transfers	—	—
Contingencies/Dept Reserves	6,967,780	6,900,973
Net County Cost	118,908	(26,807)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	240,683	92,101
Gross Appropriations	149,299	112,616
Intrafund Transfers	—	—
Contingencies/Dept Reserves	225,414	52,101
Net County Cost	134,030	72,616
Positions	—	—

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HUMAN RESOURCES DEPARTMENT



Department Locator

County > Administration and Fiscal Services > **Human Resources Department**

Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops, and retains a high performing, diverse, and inclusive workforce and fosters a healthy, safe, well-equipped, and productive work environment for employees, their families, departments, community partners, and the public in order to maximize individual potential, increase organizational capacity and position the County of San Mateo as an employer of choice.

Overview

Key initiatives for the Human Resources Department for FY 2021-23 include:

- Ensuring employee safety during the COVID-19 public health emergency by implementing employee safety policies, administering employee testing sites and a symptom screening tool, meeting and conferring with labor, launching more wellness initiatives, and making available various safety/risk management programs. The Human Resources Department (HR) also provides procurement services, staffing resources, and other support services to the Emergency Operations Center. In addition, HR continues to work with departments on their remobilization efforts and remote work strategy, as well as on establishing and updating evolving safety guidelines and protocols.
- Increasing the County's position as an employer of choice by promoting a flexible work environment with expanded telework/remote work; proactively sourcing candidates through social media; conducting a review of compensation philosophy to ensure market competitiveness; expanding outreach/marketing to attract qualified and diverse candidates to the organization; developing an employment brand to highlight the value of County employment; continuing to offer competitive benefits (including voluntary benefits); and conducting a recruitment and retention study to identify new talent management solutions. HR's strategy continues to include expanding the talent pipeline by hiring interns and fellows through such initiatives as Jobs for Youth (JFY) and award-winning Supported Training and Employment Program (STEP) internships and the Regional and County fellowship and internship programs.
- Emphasizing a positive employee experience through various engagement, wellness, learning and development, and Diversity, Equity, and Inclusion (DEI) initiatives. Efforts to enhance services that address employee needs and ensure positive employee experience include conducting a new employee engagement survey, and initiating a new performance management process that deemphasizes performance evaluations and encourages supervisor-staff conversations, continuous feedback, and recognition. Other efforts to enhance the employee experience include: offering a robust wellness program; expanding career development opportunities and success through Career Development Assessment Centers, Job Shadow programs, the Management Talent Exchange Program, Career Development Day, expanded E-Learning (instructor-led); launching a series of Job Spotlight forums aimed at providing interns and employees with career planning resources; streamlining ergonomic evaluations and direct purchases to support safe work environment at work and at home; refining the exit interviews/surveys process; and expanding diversity and inclusion via various DEI initiatives as further discussed below.
- Driving innovation and excellence through technology, financial stewardship, and partnerships. HR continues to increase on-demand services and remote services, including virtual recruitment exams/panel interviews and e-learning. HR will continue to leverage Workday to track and report HR metrics and departmental workforce planning data and analytics, and will explore its recruitment platform. Additional technology efforts include expanding the use of the wellness portal, automating the tuition reimbursement process, expanding the use of Workforce Data and Planning Dashboards, updating the online Employee Relations Handbook and mobile application, and further developing new models and infrastructure for delivering live virtual training. Strategic partnership efforts continue to include supporting commission initiatives, partnering with labor during negotiations, and collaborating with cities to promote and leverage cooperative purchasing agreements.

Through these efforts, HR anticipates increasing performance resulting in excellent customer service, increased employee retention, high promotion rates, and increased employee engagement and wellness.

Department Innovations

HR is focused on driving innovation and improvement that leads to successful organizational outcomes. Key initiatives that highlight this work center on DEI, Talent Management and Wellness.

- DEI Efforts: HR continues to expand diversity and inclusion efforts to better serve underrepresented and diverse groups, including promoting awareness, educating, training, and offering guidance to supervisors and employees on the County's Transgender Policy, gender identity, pronoun usage, and creating an inclusive and productive work environment for transgender and transitioning employees; supporting staff and nursing moms through the County's Lactation Accommodation Resolution; establishing a diversity and inclusion taskforce; serving on the County's core equity team; recognizing County programs that promote DEI (through the STARS Awards); offering DEI training including unconscious bias training; coordinating a Leadership Forum on equity, which was hosted by the County Manager and included County executives and managers; implementing and supporting initiatives sponsored by the Board of Supervisors and the Commission on the Status of Women (including hosting a virtual Women's Leadership Conference, LGBTQ Commission (including conducting a needs assessment survey and various community events), and Domestic Violence Council. Talent Acquisition will continue to utilize recruitment strategies that ensure diversity, equity, and inclusion including using standardized and job-based interview questions, producing expansive and non-biased advertising and sourcing, and ensuring a diverse panel of application review and interview raters. HR will continue its inclusive approach to classifying positions by emphasizing on skills and qualifications that are essential to successful performance of the job, and by utilizing and writing job descriptions that are accessible to all that may be qualified to perform the duties of the position.
- Talent Management - Internal Coaching Program: The County has launched a new internal coaching program to provide every new manager access to an internal coach to support their success. Twelve coaches, selected through a competitive process, received sixty hours of accredited training and are now serving as coaches to newly hired (internal and external) managers. The program received recognition through an innovation award and grant from CPS HR Consulting in 2020. The Internal Coaching Program will be expanded, allowing for more employees, including supervisors, to access coaching services.
- Employee Well-being Initiatives: The County offers a robust and award-winning wellness program that focuses on employee well-being including organizational initiatives and physical, mental, and social programs. All programs are available via the Wellness portal (PreventionCloud) which was recently updated to include more emotional well-being programs to help employees navigate the impact of the pandemic. The annual wellness dividend program allows employees to earn a monetary reward for completing a health assessment and participating in various wellness programs. The health assessment has been expanded to focus on emotional and social health, stress, mindfulness, and occupational well-being components to provide a baseline assessment of the workforce. The wellness activities focus on preventive measures to encourage employees to build relationships with their physicians and create personal wellness goals and plans. A new training on the importance of employee well-being will be offered to all supervisors and managers as part of the Essential Supervisory Skills academy. In the upcoming years, the focus will be on expanding financial well-being programs, integrating emotional well-being programs into workplace practices, increasing the number of wellness champions and employee engagement/participation in wellness programs, departmental partnerships, 'move more" signature initiatives, peer support groups, and disease management and preventive programs.

Performance Measures

Percent of Customer Survey Respondents Rating Overall Satisfaction with Human Resources Services as Good or Better

Over 90 percent of customer survey respondents continue to rate overall satisfaction with Human Resources services as Good or Better.Over 90 percent of customer survey respondents continue to rate overall satisfaction with Human Resources services as Good or Better.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Customer Survey Respondents Rating Overall Satisfaction with Human Resources Services as Good or Better	96%	96%	96%	90%	90%

Percent of County Employee Engagement Survey Respondents who would Recommend the County as a Great Place to Work

The Employee Engagement Survey is administered to County employees every two years to gather staff feedback, drive employee engagement efforts in departments and throughout the County, and measure progress. Survey results represent a point in time, and one of the questions asks respondents to rate their opinion of the statement, I would recommend the County of San Mateo to a friend or family member as a great place to work. An equity lens is applied to the review of the employee engagement survey results by evaluating the responses in various ways, such as by different groupings. The County and HR will continue conducting the engagement survey to listen to employees throughout the organization, as well as identify opportunities for improvement and action. The survey has contributed to the creation of several programs and resources based on staff feedback since the survey was first conducted in 2011, and the County continues encouraging employees to share solutions and suggestions for improving the workplace.The Employee Engagement Survey is administered to County employees every two years to gather staff feedback, drive employee engagement efforts in departments and throughout the County, and measure progress. Survey results represent a point in time, and one of the questions asks respondents to rate their opinion of the statement, I would recommend the County of San Mateo to a friend or family member as a great place to work. An equity lens is applied to the review of the employee engagement survey results by evaluating the responses in various ways, such as by different groupings. The County and HR will continue conducting the engagement survey to listen to employees throughout the organization, as well as identify opportunities for improvement and action. The survey has contributed to the creation of several programs and resources based on staff feedback since the survey was first conducted in 2011, and the County continues encouraging employees to share solutions and suggestions for improving the workplace.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of County Employee Engagement Survey Respondents who would Recommend the County as a Great Place to Work	----	76%	----	80%	----

Performance Measures

Percent of Positions Filled with Internal Candidates

The County continues its commitment to succession planning with its focus on professional development; retaining institutional knowledge; training and educational opportunities; continuation of training programs for new supervisors and managers; and ensuring that managers work with individual employees on their development. The percent of positions filled with internal candidates continue to exceed the targets of 60 percent for management positions and 40 percent for non-management positions.The County continues its commitment to succession planning with its focus on professional development; retaining institutional knowledge; training and educational opportunities; continuation of training programs for new supervisors and managers; and ensuring that managers work with individual employees on their development. The percent of positions filled with internal candidates continue to exceed the targets of 60 percent for management positions and 40 percent for non-management positions.

Performance MeasurePerformance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Management Positions Filled with Internal Candidates	70%	70%	70%	60%	60%
Percent of Non-Management Positions Filled with Internal Candidates	59%	57%	50%	40%	40%

Human Resources Department (1700D)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	400,000	276,401	411,629	424,360	12,731	424,360	—
Use of Money and Property	5,580	3,729	6,000	4,000	(2,000)	6,000	2,000
Charges for Services	375,966	305,158	381,631	348,231	(33,400)	363,258	15,027
Interfund Revenue	6,981,966	7,478,978	8,872,476	9,142,150	269,674	9,236,458	94,308
Miscellaneous Revenue	299,947	290,089	301,993	241,263	(60,730)	298,689	57,426
Other Financing Sources	—	—	—	—	—	—	—
Total Revenue	**8,063,458**	**8,354,355**	**9,973,729**	**10,160,004**	**186,275**	**10,328,765**	**168,761**
Fund Balance	1,416,844	1,499,508	2,083,845	1,868,079	(215,766)	541,557	(1,326,522)
Total Sources	**9,480,302**	**9,853,863**	**12,057,574**	**12,028,083**	**(29,491)**	**10,870,322**	**(1,157,761)**
Salaries and Benefits	13,770,252	14,111,889	16,123,450	16,336,117	212,667	16,472,887	136,770
Services and Supplies	2,685,961	1,999,863	3,838,203	3,583,353	(254,850)	3,100,937	(482,416)
Other Charges	1,277,206	1,591,034	1,885,999	1,888,772	2,773	1,928,243	39,471
Reclassification of Expenses	—	—	—	—	—	—	—
Fixed Assets	—	—	—	—	—	—	—
Other Financing Uses	432,754	73,580	945,117	1,136,022	190,905	311,873	(824,149)
Gross Appropriations	**18,166,173**	**17,776,365**	**22,792,769**	**22,944,264**	**151,495**	**21,813,940**	**(1,130,324)**
Intrafund Transfers	(1,542,394)	(1,119,962)	(1,872,659)	(1,820,474)	52,185	(1,716,910)	103,564
Net Appropriations	**16,623,780**	**16,656,403**	**20,920,110**	**21,123,790**	**203,680**	**20,097,030**	**(1,026,760)**
Contingencies/Dept Reserves	494,857	544,623	553,351	541,586	(11,765)	541,558	(28)
Total Requirements	**17,118,637**	**17,201,026**	**21,473,461**	**21,665,376**	**191,915**	**20,638,588**	**(1,026,788)**
Net County Cost	**7,638,335**	**7,347,163**	**9,415,887**	**9,637,293**	**221,406**	**9,768,266**	**130,973**
Salary Resolution	74.0	75.0	75.0	75.0	—	75.0	—
Funded FTE	74.0	75.0	74.7	75.0	0.3	75.0	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $29,491 or 0.2 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net increase of $12,731 in this funding source due to additional Measure K Funds approved as a Cost of Living Adjustment for the Supported Training and Employment Program for emancipated foster youth.

Use of Money and Property

There is a net decrease of $2,000 in this funding source due to a decrease in commissions from a reduction in service machine concession sales due to a portion of the County workforce continuing to work remotely.

Charges for Services

There is a net decrease of $33,400 in this funding source due to a decrease in the collection of fingerprinting fees. This decrease was partially offset by an increase in reimbursement from the Courts for human resources and mail services.

Interfund Revenue

There is a net increase of $269,674 in this funding source due to reimbursement from trust funds to cover Risk Management, Benefits, and other program operational expenses. This increase was partially offset by a decrease in reimbursement of mail services from non-general fund departments due to a shift in usage between general fund departments, non-general fund departments, and the Courts.

Miscellaneous Revenue

There is a net decrease of $60,730 in this funding source due to removal of prior year project reimbursements, reduction in reimbursements from external partners, and a reduction in vendor rebates.

Fund Balance

There is a net decrease of $215,766 in this funding source due to completion of one-time projects. This decrease was partially offset by an increase from the roll-forward of fund balance for Title II/ADA Capital Projects not completed and an increase in fund balance anticipated to be generated primarily from cost savings resulting from the virtual delivery of services in FY 2020-21. Fund Balance used for one-time projects and purchases in FY 2020-21 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements increased by $191,915 or 0.9 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $212,667 in this expenditure category due to negotiated salary and benefit increases and the addition of a term position to support the policy unit in Employee and Labor Relations. This increase was partially offset by reductions in extra help.

Services and Supplies

There is a net decrease of $254,850 in this expenditure category due to the elimination of one-time projects and purchases in FY 2020-21, cost reductions associated with the virtual delivery of services, and a reallocation of appropriation for support of the contracts management system to Other Charges. This decrease was partially offset by an increase in a reallocation of Information Services subscriptions from Other Charges and appropriations added for FY 2021-22 department initiatives. The balance of the changes are adjustments to meet budget targets. Existing appropriations will cover costs

associated with conducting a recruitment and retention strategies study and technology initiatives to enhance remote work.

Other Charges
There is a net increase of $2,773 in this expenditure category due to adjustments in service charges from other County departments and a reallocation of appropriation for support of the contracts management system from Services and Supplies. This increase was partially offset by a reallocation of Information Services subscriptions to Services and Supplies.

Other Financing Uses
There is a net increase of $190,905 in this expenditure category due to an increase in the appropriation for Title II/ADA Capital Projects and increases to the 10 percent facility surcharge. This increase was partially offset by the removal of Title II/ADA Capital Projects completed in FY 2020-21.

Intrafund Transfers
There is a net decrease of $52,185 in this expenditure category due to a reduction in reimbursements from General Fund departments including the elimination of one-time reimbursements no longer applicable. This decrease was partially offset by an increase in reimbursement of mail services pass-through costs from General Fund departments.

Contingencies/Departmental Reserves
There is net decrease of $11,765 in this expenditure category due to adjustments made to Shared Services to meet budget targets. The balance in General Fund Reserves represents 2.6 percent of Net Appropriations, which exceeds the County two percent Reserves.

NET COUNTY COST
There is an increase of $221,406 or 2.4 percent in this Department's General Fund allocation.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $1,157,761 or 9.6 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is no change in this funding source.

Use of Money and Property
There is a net increase of $2,000 in this funding source due to projected increase commissions from service machine concession sales.

Charges for Services
There is a net increase of $15,027 in this funding source due to projected increase in the collection of fingerprinting fees and a minor adjustment to the reimbursement of mail services from the Courts.

Interfund Revenue
There is a net increase of $94,308 in this funding source due to reimbursement from trust funds to cover Risk Management, Benefits, and other program operational expenses. This increase was partially offset by the removal of a trust fund reimbursement for an FY 2021-22 event.

Miscellaneous Revenue
There is a net increase of $57,426 in this funding source due to projected increases in reimbursements from external partners and vendor rebates.

Fund Balance

There is a net decrease of $1,326,522 in this funding source due to the projected completion of projects including Title II/ADA Capital Projects. Fund Balance used for one-time projects and purchases in FY 2021-22 has been eliminated.

TOTAL REQUIREMENTS

Total Requirements decreased by $1,026,788 or 4.7 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of $136,770 in this expenditure category due to negotiated salary and benefit increases and adjustments made to extra help/term positions.

Services and Supplies

There is a net decrease of $482,416 in this expenditure category due to the elimination of one-time projects and purchases in FY 2021-22. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of $39,471 in this expenditure category due to increases in service charges from other County departments.

Other Financing Uses

There is a net decrease of $824,149 in this expenditure category due to the projected completion of Title II/ADA Capital Projects. This decrease was partially offset by a minor increase in the 10 percent facility surcharge.

Intrafund Transfers

There is a net decrease of $103,564 in this expenditure category due to the elimination of a reimbursement from the payroll common budget no longer applicable. This decrease was partially offset by minor increases in reimbursements from other general fund departments.

Contingencies/Departmental Reserves

There is net decrease of $28 in this expenditure category due to adjustments made to Shared Services to meet budget targets. The balance in General Fund Reserves represents 2.7 percent of Net Appropriations, which exceeds the County two percent Reserves policy.

NET COUNTY COST

There is an increase of $130,973 or 1.4 percent in this Department's General Fund allocation.

Human Resources Department (1700B)

Human Resources Department (1700B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	400,000	276,401	411,629	424,360	12,731	424,360	–
Charges for Services	368,988	297,588	374,500	334,575	(39,925)	349,575	15,000
Interfund Revenue	6,965,735	7,461,014	8,841,646	9,119,073	277,427	9,213,357	94,284
Miscellaneous Revenue	226,246	257,434	239,693	198,263	(41,430)	213,263	15,000
Other Financing Sources	–	–	–	–	–	–	–
Total Revenue	**7,960,969**	**8,292,437**	**9,867,468**	**10,076,271**	**208,803**	**10,200,555**	**124,284**
Fund Balance	1,341,898	1,382,560	1,875,036	1,751,099	(123,937)	501,508	(1,249,591)
Total Sources	**9,302,867**	**9,674,997**	**11,742,504**	**11,827,370**	**84,866**	**10,702,063**	**(1,125,307)**
Salaries and Benefits	12,211,327	12,601,491	14,383,868	14,587,814	203,946	14,721,830	134,016
Services and Supplies	2,264,688	1,749,877	3,176,403	2,993,025	(183,378)	2,518,974	(474,051)
Other Charges	1,059,884	1,427,418	1,608,949	1,583,364	(25,585)	1,618,150	34,786
Reclassification of Expenses	–	–	(23,000)	(23,000)	–	(23,000)	–
Fixed Assets	–	–	–	–	–	–	–
Other Financing Uses	424,374	62,238	936,711	1,127,641	190,930	303,353	(824,288)
Gross Appropriations	**15,960,273**	**15,841,025**	**20,082,931**	**20,268,844**	**185,913**	**19,139,307**	**(1,129,537)**
Intrafund Transfers	(1,117,327)	(916,590)	(1,244,159)	(1,148,975)	95,184	(1,044,768)	104,207
Net Appropriations	**14,842,946**	**14,924,435**	**18,838,772**	**19,119,869**	**281,097**	**18,094,539**	**(1,025,330)**
Contingencies/Dept Reserves	456,807	501,508	501,508	501,508	–	501,508	–
Total Requirements	**15,299,753**	**15,425,943**	**19,340,280**	**19,621,377**	**281,097**	**18,596,047**	**(1,025,330)**
Net County Cost	**5,996,886**	**5,750,946**	**7,597,776**	**7,794,007**	**196,231**	**7,893,984**	**99,977**
Salary Resolution	62.0	63.0	63.0	63.0	–	63.0	–
Funded FTE	62.0	63.0	62.7	63.0	0.3	63.0	–

HR Strategic Support and Partnerships (1710P)

Program Locator

County > Administration and Fiscal Services > Human Resources Department > **HR Strategic Support and Partnerships**

Program Outcome Statement

Increase organizational capacity through technology, innovation, partnerships, and financial performance

Program Results

Human Resources (HR) Strategic Support and Partnerships collaborates with all County departments, employees, external partners (including commissions), and internal HR divisions to provide leadership, consultative, and support services. Program results reflect that over 95 percent of customers rate the services provided by HR as good or excellent, which exceeds the Countywide target of 90 percent.

Major program accomplishments during FY 2019-20 and FY 2020-21 include:

- Supporting the organization through the COVID-19 public health emergency response by focusing on employee and customer safety that included development and implementation of guides/policies, implementing a symptom screening tool, establishing employee testing sites, identifying vaccination designations tiers based on occupational categories, deploying well-being, learning, and safety programs
- Supporting the Emergency Operations Center
- Developing a five-year strategic plan that establishes Department priorities that promote the County as an employer of choice, enhance the employee experience, promote employee engagement, and drive innovation and excellence
- Conducting the 2019 employee engagement survey that resulted in the highest response rate to date (73 percent compared to 71 percent in 2017)
- Offering the Jobs for Youth (JFY) program and the award-winning Supported Training and Employment Program (STEP) for emancipated foster youth in a virtual format
- Promoting recognition through the STARS Awards and creation of the Team of the Month and Employee Recognition fund program
- Expanding the Performance and Development Program that shifted away from traditional formal evaluations toward performance and goal conversations

Key priorities in FY 2021-22 and FY 2022-23 will focus on:

- Promoting programs that support the organization's flexible work environment, including offering remote work opportunities
- Creating an updated brand for cohesive messaging to employees
- Hosting an Employee Innovation Summit, recognizing staff for suggestions that improve County services
- Launching the employee engagement survey and aligning engagement with Diversity, Equity and Inclusion and Wellness efforts
- Expanding the Performance and Development, Internal Coaching, internship and fellowship programs, including scholarship opportunities through the JFY program
- Launching the regional Management Talent Exchange Program (MTEP) that offers emerging leaders with an opportunity to further develop leadership skills by serving in three-month rotational assignments in another public agency in San Mateo and Santa Clara counties
- Launching a series of Job Spotlight virtual forums aimed at providing interns and employees career planning resources

Performance Measures

Percent of Customer Survey Respondents Rating Overall Satisfaction with Services as Good or Better

Over 90 percent of customer survey respondents continue to rate overall satisfaction with services as Good or Better.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Customer Survey Respondents Rating Overall Satisfaction with Services as Good or Better	100%	97%	97%	90%	90%

Number of Youths Served by the Jobs for Youth and Support Training & Employment (STEP) Programs

The Jobs for Youth program provides career skills workshops, summer internships, a youth-focused jobs board, and scholarships to San Mateo County youth age 14-21. While the program is available to any San Mateo County youth, Jobs for Youth has close partnerships with alternative high schools, special education programs, Court Schools, and community organizations. These partnerships allow Jobs for Youth to reach the highest-need youth in our community. Additionally, the Jobs for Youth Al Teglia Scholarship specifically focuses on equity issues in higher education the $1500 award is given to 20 low-income youth who have overcome hardships each year.

Support Training & Employment Program (STEP) is a one-year internship program, managed collectively by HSA and HR in collaboration with local non-profit organizations, designed to comprehensively prepare and train foster youth ages 18-24 residing in San Mateo County participating in extended foster care or who have aged out of foster care. The program provides youth participants who have had to overcome numerous obstacles, with the opportunity to work in one of the Countys departments and provides a mentoring opportunity to County employees. STEP Interns are paired with a mentoring coach who prepares them for their new job duties and orients them towards gaining, or developing, work experience.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Youth Served per fiscal year					
• Jobs for Youth Program	2,149	2,392	1,500	1,800	2,000
• Supported Training & Employment Program (STEP)	26	21	12	15	15

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

HR Strategic Support and Partnerships (1710P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,759,213	3,134,213	3,689,596	3,369,278	(320,318)	2,965,880	(403,398)
Total Requirements	4,133,692	4,482,042	5,528,731	5,609,281	80,550	5,229,361	(379,920)
Net County Cost	1,374,479	1,347,829	1,839,135	2,240,003	400,868	2,263,481	23,478
Salary Resolution	14.0	14.0	13.0	14.0	1.0	14.0	—
Funded FTE	14.0	14.0	13.0	14.0	1.0	14.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $780,144. Net funding adjustments in FY 2022-23 total $524,694.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(1,245,877)	(904,906)
Gross Appropriations	(465,566)	(380,039)
Intrafund Transfers	(167)	(173)
Contingencies/Dept Reserves	—	—
Net County Cost	780,144	524,694
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	925,559	501,508
Gross Appropriations	424,051	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(501,508)	(501,508)
Positions	—	—

3. HR Technician - Confidential: To better align operational needs, this action transfers one vacant HR Technician - Confidential from Workforce Resources and Diversity to HR Strategic Support and Partnerships in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	122,232	292
Intrafund Transfers	—	—
Net County Cost	122,232	292
Positions	1	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(320,318)	(403,398)
Gross Appropriations	80,717	(379,747)
Intrafund Transfers	(167)	(173)
Contingencies/Dept Reserves	—	—
Net County Cost	400,868	23,478
Positions	1	—

Employee Benefits & Wellness and HRIM (1720P)

Program Locator

County > Administration and Fiscal Services > Human Resources Department > **Employee Benefits and Wellness**

Program Outcome Statement

Optimize employee and organizational health and productivity through effective benefit, wellness, and information management services

Program Results

The program ensures health and productivity through three service areas: Benefits, Wellness, and HR Information Management. Employee Benefits and Wellness provide work-life/wellness programs and comprehensive and accessible benefits, services, and programs to employees, retirees, and their dependents to enhance quality of life and support organizational recruitment and retention efforts. HR Information Management provides innovative solutions to technology services, workforce information administration, and equitable classification / compensation.

It is anticipated that benefits customer service ratings will increase due to program enhancements, increased education and communication, and process improvements made to the retiree health process and moving to virtual appointments and trainings. Program results reflect that 31 percent of eligible employees participated in Wellness Dividend program, a program designed to improve employee health and result in organizational long-term cost savings. The program includes a health assessment and other activities that allow employees to focus on their total well-being.

Major program accomplishments during FY 2019-20 and FY 2020-21 include:

- Increasing retiree health communication
- Implementing recommendations from the labor-management Benefits Committee including offering voluntary benefits such as pet insurance
- Implementing new technology including virtual trainings and benefits consultations to improve the customer experience
- Converting the Wellness program to a virtual platform and increasing offerings via the Wellness portal 'PreventionCloud" including employee assistance program, move more wellness challenges, and emotional well-being programs
- Implementing Workday upgrades and enhancements
- Streamlining business processes to remove redundancy and resolve reoccurring information systems issues
- Digitizing, migrating, and auditing employee civil service files
- Implementing CARES act provisions that impact benefits
- Conducting a compensation study to review market comparators and best practices to ensure market competitiveness

FY 2021-22 and FY 2022-23 program priorities include:

- Continuing to fully leverage Workday functionality/capabilities including implementation of Workforce Analytics
- Focusing on customer service enhancements by expanding voluntary benefit plan options and technology
- Implementing recommendations from the labor-management Benefits Committee including dental and vision request for proposal
- Identifying and implementing strategies to balance enrollment in medical plans to support cost containment
- Implementing deferred compensation auto-escalation and continuing to educate employees on saving for retirement and financial wellness

- Offering wellness dividends to employees participating in wellness programs
- Integrating emotional well-being workplace practices
- Expanding the use of the Wellness portal PreventionCloud
- Completing compensation and classification studies resulting from bargaining sessions
- Making improvements to the online civil service employee files
- Providing additional Workday training and support to payroll/personnel staff

Performance Measures

Percent of Customer Survey Respondents Rating Overall Satisfaction with Services as Good or Better

Over 90 percent of customer survey respondents continue to rate overall satisfaction with services as Good or Better in the areas of Retiree Benefits and Wellness/Work Life services. Other areas represent an improvement in responses from prior years.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Customer Survey Respondents Rating Overall Satisfaction with Services as Good or Better					
• Benefits: Active Employees	79%	84%	90%	90%	90%
• Benefits: Retirees	94%	92%	90%	90%	90%
• Wellness/Work Life	92%	91%	90%	90%	90%
• Classification/Compensation	--	71%	90%	90%	90%
• HR Information Management	--	--	90%	90%	90%

Percent of County Employees Participating in Wellness Activities

County of San Mateo is committed to promoting a Culture of Health for employees. The primary purpose of the Employee Wellness Program in the HR Department is to contribute to organizational efforts that ensure a healthy and productive workforce, as described in the County Wellness Policy. A variety of wellness activities are offered to County employees throughout the year. The Employee Wellness Program values strengthening the wellness culture in the County and in each department where there may be unique needs and levels of participation. To get closer to this goal, it will be important for all employees to feel like the wellness program is for them, so that there can be an increase in participation overall. The actions that the organization takes can aim to help all employees achieve more equitable health outcomes. The Employee Wellness Program does outreach to participants and could use various methods to increase participation, as well as inform the types of wellness activities that are offered in the future.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of County Employee Participation in Wellness Activities	--	43%	44%	50%	50%

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	Female	Male
Percent of County Employee Participation in Wellness Activities by Gender	50%	34%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Employee Benefits & Wellness and HRIM (1720P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,667,134	2,519,792	3,271,382	3,308,253	36,871	3,362,766	54,513
Total Requirements	3,587,479	3,487,677	4,225,466	4,294,167	68,701	4,457,878	163,711
Net County Cost	920,344	967,886	954,084	985,914	31,830	1,095,112	109,198
Salary Resolution	15.0	16.0	16.0	16.0	–	16.0	–
Funded FTE	15.0	16.0	16.0	16.0	–	16.0	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $31,830. Net funding adjustments in FY 2022-23 total $109,198.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	36,871	54,513
Gross Appropriations	63,350	59,331
Intrafund Transfers	5,351	104,380
Net County Cost	31,830	109,198
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	36,871	54,513
Gross Appropriations	63,350	59,331
Intrafund Transfers	5,351	104,380
Net County Cost	31,830	109,198
Positions	–	–

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

Talent Acquisition provides innovative recruitment, sourcing, and selection services. Program results reflect that annually approximately 400 recruitments are conducted and 13,000 applications are received. Over 90 percent of hiring managers surveyed indicate a satisfaction with their new hires after six months. The time-to-fill (requisition to eligible list) remains steady at six weeks for external recruitments. Promotion rates reflect that approximately 70 percent of management recruitments are filled with internal candidates and over 50 percent of non-management positions are filled by internal candidates.

Major accomplishments during FY 2020-21 and 2021-22 include:

- Transitioning all recruitments to online platform to accommodate remote candidates and panels
- Serving in a strategic, consultative capacity to assist departments in meeting their staffing needs
- Expanding community outreach and presence by attending career fairs to promote the County as an employer of choice
- Updating recruitments guides for managers
- Expanding social media presence and marketing efforts to garner a diverse candidate pool
- Engaging employees on the recruitment process and promotional opportunities at such events as the County's Career Development Day and training sessions conducted by the Talent Acquisition Team

FY 2021-22 and FY 2022-23 priorities include:

- Conducting a recruitment and retention study to further identify strategies to attract and retain staff
- Developing an employment brand to reflect the value of working for San Mateo County
- Developing innovative solutions, primarily through social media, to attract qualified and diverse individuals to the organization
- Expanding talent pipeline efforts by partnering with local colleges and universities
- Exploring a new platform for recruitment
- Increasing training and resources for hiring managers to facilitate the recruitment process and enhance the candidate experience

Performance Measures

Percent of Customer Survey Training Respondents Rating Overall Satisfaction with Services as Good or Better

Over 90 percent of customer survey training respondents have rated overall satisfaction with services as Good or Better. Data is not available for FY 2019-20 because training classes were not conducted.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Customer Survey Training Respondents Rating Overall Satisfaction with Services as Good or Better	100%	--	90%	90%	90%

Number of Workers' Compensation Claims

Under the direction of the HR Department, Risk Management is responsible for the administration of the Workers' Compensation Insurance Program. If a work injury occurs, California law guarantees certain benefits to employees who are injured or become ill because of their jobs. The County also voluntarily provides additional benefits to its employees, which are designed to augment the Workers Compensation benefits mandated by the State. HR continues to promote occupational health and safety awareness, education, training, monitoring, and evaluation within the County. Risk Management works alongside County management and staff to build and maintain a safe working environment for County employees.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Workers' Compensation Claims (per 100 FTEs)	11.8	12.2	12.0	12.0	12.0

Performance Measure's Equity Lens/Disaggregated Data for FY 2020-21 Estimate	Miscellaneous Causes	Strain or Injury By Action	Fall, Slip, or Trip	Struck or Injured By Impact by Source	Cut, Puncture, or Scrape
Top Five Causes of Workers' Compensation Claims	62%	20%	6%	5%	4%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Risk Management (1730P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	2,149,434	2,258,805	2,744,178	2,958,720	214,542	2,149,330	(809,390)
Total Requirements	1,737,894	1,622,265	2,744,178	2,958,720	214,542	2,149,330	(809,390)
Net County Cost	(411,540)	(636,540)	—	—	—	—	—
Salary Resolution	7.0	8.0	8.0	8.0	—	8.0	—
Funded FTE	7.0	8.0	7.7	8.0	0.3	8.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $225,000. There are no net funding adjustments in FY 2022-23.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(610,998)	(809,390)
Gross Appropriations	(385,998)	(809,390)
Intrafund Transfers	—	—
Net County Cost	225,000	—
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	825,540	—
Gross Appropriations	600,540	—
Intrafund Transfers	—	—
Net County Cost	(225,000)	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	214,542	(809,390)
Gross Appropriations	214,542	(809,390)
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

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, sourcing, and selection services. Program results reflect that annually approximately 400 recruitments are conducted and over 13,000 applications are received. Over 90 percent of hiring manager surveyed indicate a satisfaction with their new hires after six months. The time-to-fill a position (from requisition to eligible list) remains steady at six weeks for external recruitments. Promotion rates reflect that approximately 70 percent of management recruitments are filled with internal candidates and over 50 percent of non-management positions are filled by internal candidates.

Major accomplishments during FY 2019-21 include:

- Transitioning all recruitments to online platform to accommodate remote candidates and panels
- Serving in a strategic, consultative capacity to assist departments in meeting their staffing needs
- Expanding community outreach and presence by attending career fairs to promote the County as an employer of choice
- Updating recruitments guides for managers
- Expanding social media presence and marketing efforts to garner a diverse candidate pool
- Engaging employees on the recruitment process and promotional opportunities at such events as the County's Career Development Day and training sessions conducted by the Talent Acquisition Team

FY 2021-22 and FY 2022-23 priorities include:

- Conducting a recruitment and retention study to further identify strategies to attract and retain staff
- Developing an employment brand to reflect the value of working for San Mateo County
- Developing innovative solutions, primarily through social media, to attract a qualified and diverse workforce
- Expanding talent pipeline efforts by partnering with local colleges and universities
- Exploring a new platform for recruitment
- Increasing training and resources for hiring managers to facilitate the recruitment process and enhance the candidate experience.

Performance Measures

Percent of Clients Satisfied with New Hires after Six Months

Over 90 percent of clients surveyed continue to be satisfied with new hires after six months.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Clients Satisfied with New Hires after Six Months	98%	91%	90%	90%	90%

Performance Measures

Number of Weeks to Fill Position Vacancies for Internal and External Recruitments

Time-to-fill continues to meet the targets of four weeks for internal recruitments and six weeks for external recruitments.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Time-to-Fill					
Internal	4 weeks	4 weeks	4 weeks	4 weeks	4 weeks
External	6 weeks	6 weeks	6 weeks	6 weeks	6 weeks

Number of Job Postings Shared with Diverse and Underrepresented Groups

County of San Mateo actively explores ways to recruit employees of underrepresented groups to promote equal opportunities for all. The County also continues to review its hiring and related practices to ensure that these do not have an adverse impact on applicants. One of several objectives and steps being taken is providing equal opportunity to candidates during the recruitment and selection process by continuing outreach efforts to attract the most qualified candidates for employment, as well as build a broad and diverse candidate pool for positions in all categories. This includes using the County website and other resources/methods (e.g., job fairs, advertising, social media) to ensure that job postings are available to a wide pool of qualified applicants. This new performance measure is being developed to track the effectiveness of the resources and methods used to share job postings, including with diverse and underrepresented groups, so data is not currently available.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Job Postings Shared with Diverse and Underrepresented Groups	--	--	--	--	--
New measure: Data will begin to be collected in FY 21-22.					

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Talent Acquisition (1740P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	503,636	538,465	610,793	560,186	(50,607)	560,186	—
Total Requirements	2,449,120	2,690,376	3,163,122	3,006,224	(156,898)	3,022,013	15,789
Net County Cost	1,945,484	2,151,911	2,552,329	2,446,038	(106,291)	2,461,827	15,789
Salary Resolution	14.0	13.0	13.0	13.0	—	13.0	—
Funded FTE	14.0	13.0	13.0	13.0	—	13.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($106,291). Net funding adjustments in FY 2022-23 total $15,789.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(50,607)	—
Gross Appropriations	(166,898)	15,789
Intrafund Transfers	10,000	—
Net County Cost	(106,291)	15,789
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(50,607)	—
Gross Appropriations	(166,898)	15,789
Intrafund Transfers	10,000	—
Net County Cost	(106,291)	15,789
Positions	—	—

Workforce Resources and Diversity (1750P)

Program Locator

County > Administration and Fiscal Services > Human Resources Department > **Workforce Resources and Diversity**

Program Outcome Statement

Increase individual potential and foster an inclusive and productive work-environment

Program Results

Workforce Resources and Diversity includes three divisions: Employee and Labor Relations (ELR), Equal Employment Opportunity/Diversity, Equity and Inclusion (EEO/DEI), and Learning & Development. EEO/DEI program staff also support the LGBTQ Commission, Commission on the Status of Women, and Domestic Violence Council.

Program results reflect that over 95 percent of ELR and EEO cases continue to be resolved prior to the formal process. Staff continue to develop and offer a comprehensive, strategic training program that includes both instructor-led and online sessions to meet organizational and individual goals. Nearly 100 percent of training participants indicate that they are utilizing the skills they learned during training sessions.

Major program accomplishments during FY 2019-20 and FY 2020-21 include collaborating with departments, other HR divisions, employees, and labor on various policies pertaining to the COVID-19 public health emergency; promoting a culture of continuous learning by developing new models and infrastructure for delivering live virtual training, including Learn It Live, Webcasts, and Virtual Learning Caf}; offering an e-learning library with over 1,000 sessions, including a remote work series and TED library; promoting awareness, education, and training on the County's new Transgender Policy and Lactation Accommodation resolution; continuing to collaborate with the Regional Training and Development Consortium for Public Agencies; and supporting the Commission on the Status of Women with coordinating and hosting a virtual Women's Leadership Conference and Hall of Fame.

FY 2021-22 and FY 2022-23 program priorities include: continuing to assist departments with remobilization efforts as well as efforts to expand telework in the organization; expanding employee DEI training, including unconscious bias sessions; updating the EEO plan; utilizing technology to automate the tuition reimbursement process; conducting labor negotiations and coordinating agreements reached in MOUs to ensure compliance in benefits, payroll, and classification and compensation studies; incorporating virtual instructor-led training delivery as part of comprehensive learning program; creating and promoting succession management programs to further develop individual and organizational capacity; and updating the online Employee Relations Handbook, bulletins, and mobile application with relevant employee relations resources and information.

Performance Measures

Percent of Complaints Resolved Prior to Formal Process

The percent of complaints resolved prior to formal process have exceeded or been close to the targets of 90 percent.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Complaints Resolved Prior to Formal Process					
Equal Employment Opportunity	99%	99%	90%	90%	90%
Employee and Labor Relations	98%	87%	90%	90%	90%

Performance Measures

Percent of Participants Utilizing Skills or Reporting Change in Behavior After Attending Training and Development Classes

The percent of participants utilizing skills or reporting change in behavior after attending training and development classes continues to exceed the 90 percent target.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Participants Utilizing Skills or Reporting Change in Behavior After Attending Training and Development Classes	100%	99%	99%	90%	90%

Number of Participants in Diversity, Equity, and Inclusion Trainings

HR deploys training to staff regarding diversity, equity, and inclusion (DEI). In collaboration with departments, the EEO/D&I and L&D Divisions continue training and educational opportunities, such as specialized trainings on DEI topics (e.g., cultural competency, EEO, implicit bias, transgender policy and gender identity/pronouns, and related topics); customized departmental training programs; and other diversity training programs to broaden the focus on generations, cultural awareness and communications, and conflict resolution issues. In addition, all employees receive harassment prevention training every other year. New trainings continue to be piloted, and a new DEI in hiring/recruitment training is being developed with the Talent Acquisition Division. This new performance measure will track the number of participants in various DEI trainings, and data is currently being developed.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Participants in Diversity, Equity, and Inclusion Trainings	--	--	500	550	600

New Measure: Prior year data is not available.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Workforce Resources and Diversity (1750P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,223,450	1,223,722	1,426,555	1,630,933	204,378	1,663,901	32,968
Total Requirements	3,391,569	3,143,582	3,678,783	3,752,985	74,202	3,737,465	(15,520)
Net County Cost	2,168,119	1,919,861	2,252,228	2,122,052	(130,176)	2,073,564	(48,488)
Salary Resolution	12.0	12.0	13.0	12.0	(1.0)	12.0	—
Funded FTE	12.0	12.0	13.0	12.0	(1.0)	12.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($7,944). Net funding adjustments in FY 2022-23 total ($48,196).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	204,378	32,968
Gross Appropriations	116,434	(15,228)
Intrafund Transfers	80,000	—
Net County Cost	(7,944)	(48,196)
Positions	—	—

2. HR Technician - Confidential: To better align operational needs, this action transfers one vacant HR Technician - Confidential form Workforce Resources and Diversity to HR Strategic Support Partnerships in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	(122,232)	(292)
Intrafund Transfers	—	—
Net County Cost	(122,232)	(292)
Positions	(1)	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	204,378	32,968
Gross Appropriations	(5,798)	(15,520)
Intrafund Transfers	80,000	–
Net County Cost	(130,176)	(48,488)
Positions	(1)	–

Shared Services (1780B)

Shared Services (1780B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	5,580	3,729	6,000	4,000	(2,000)	6,000	2,000
Charges for Services	6,978	7,570	7,131	13,656	6,525	13,683	27
Interfund Revenue	16,231	17,964	30,830	23,077	(7,753)	23,101	24
Miscellaneous Revenue	73,701	32,655	62,300	43,000	(19,300)	85,426	42,426
Total Revenue	**102,489**	**61,919**	**106,261**	**83,733**	**(22,528)**	**128,210**	**44,477**
Fund Balance	74,946	116,948	208,809	116,980	(91,829)	40,049	(76,931)
Total Sources	**177,435**	**178,867**	**315,070**	**200,713**	**(114,357)**	**168,259**	**(32,454)**
Salaries and Benefits	1,558,925	1,510,398	1,739,582	1,748,303	8,721	1,751,057	2,754
Services and Supplies	421,273	249,986	661,800	590,328	(71,472)	581,963	(8,365)
Other Charges	217,321	163,615	277,050	305,408	28,358	310,093	4,685
Reclassification of Expenses	–	–	23,000	23,000	–	23,000	–
Other Financing Uses	8,381	11,342	8,406	8,381	(25)	8,520	139
Gross Appropriations	**2,205,900**	**1,935,340**	**2,709,838**	**2,675,420**	**(34,418)**	**2,674,633**	**(787)**
Intrafund Transfers	(425,067)	(203,372)	(628,500)	(671,499)	(42,999)	(672,142)	(643)
Net Appropriations	**1,780,834**	**1,731,968**	**2,081,338**	**2,003,921**	**(77,417)**	**2,002,491**	**(1,430)**
Contingencies/Dept Reserves	38,050	43,115	51,843	40,078	(11,765)	40,050	(28)
Total Requirements	**1,818,884**	**1,775,083**	**2,133,181**	**2,043,999**	**(89,182)**	**2,042,541**	**(1,458)**
Net County Cost	**1,641,448**	**1,596,216**	**1,818,111**	**1,843,286**	**25,175**	**1,874,282**	**30,996**
Salary Resolution	12.0	12.0	12.0	12.0	–	12.0	–
Funded FTE	12.0	12.0	12.0	12.0	–	12.0	–

Shared Services (1780P)

Program Locator

County > Administration and Fiscal Services > Human Resources Department > **Shared Services**

Program Outcome Statement

Provide quality and cost-effective mail, procurement, and contracts management services

Program Results

The Shared Services Program is comprised of Procurement, Mail Services, and Contract Management Services. Program results reflect that 4 million pieces of mail, over $90.3 million in purchasing requests, and 28.7 million in vendor agreements are processed annually. On average, the County awards $350 million in contracts.

Major program accomplishments during FY 2019-20 and FY 2020-21 include: deploying the Contract Management System countywide; developing the Contract Handbook and Procurement resources; revising and updating purchasing and contract processes including creation and revision of process forms; surveying cities to understand procurement needs; and exploring the County serving as the lead agency in procurements designed for wide regional cooperative use.

The Countywide standard contract template and Request for Proposal template have been updated with various clauses including travel expenses and cooperative (piggyback) language. The cooperative language would allow other governmental entities to piggyback on the agreements that the County awards. This change was designed to assist the cities within the County to ease their procurement process.

The FY 2021-22 and FY 2022-23 priorities include: completing the Contracts Handbook, procurement forms, and document templates; redesigning and implementing trainings to educate and support the Contract Users Group and department staff in the Purchasing and Contracting methods; continuing to work with the cities to further develop procurement relationships and assistance; and undertaking and completing the Achievement of Excellence in Procurement (AEP) application with the National Procurement Institute.

Performance Measures

Percent of Customer Survey Respondents Rating Overall Satisfaction with Services as Good or Better

The percent of customer survey respondents rating overall satisfaction with services as Good or Better has increased over the last several fiscal years.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Customer Survey Respondents Rating Overall Satisfaction with Services as Good or Better	67%	74%	80%	90%	90%

Average Number of Days from Receipt of Purchase Requisition through Purchase Order

The average number of days from the receipt of a purchase requisition through purchase order continues to be within the target of 10 days.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Average Number of Days from Receipt of Purchase Requisition ThroughPurchase Order	6.6	8.5	10	10	10

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Shared Services (1780P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	177,435	178,867	315,070	200,713	(114,357)	168,259	(32,454)
Total Requirements	1,818,884	1,775,083	2,133,181	2,043,999	(89,182)	2,042,541	(1,458)
Net County Cost	1,641,448	1,596,216	1,818,111	1,843,286	25,175	1,874,282	30,996
Salary Resolution	12.0	12.0	12.0	12.0	—	12.0	—
Funded FTE	12.0	12.0	12.0	12.0	—	12.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. Net funding adjustments in FY 2021-22 total $77,018. Net funding adjustments in FY 2022-23 total $71,073.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(231,337)	(72,503)
Gross Appropriations	(111,320)	(787)
Intrafund Transfers	(42,999)	(643)
Contingencies/Dept Reserves	—	—
Net County Cost	77,018	71,073
Positions	—	—

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	116,980	40,049
Gross Appropriations	76,902	—
Intrafund Transfers	—	—
Net County Cost	(40,078)	(40,049)
Positions	—	—

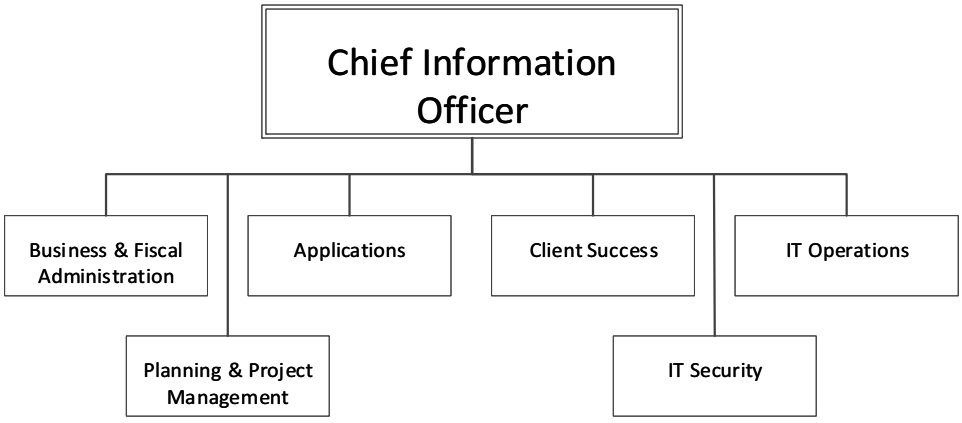
3. Fund Balance Adjustment: This action includes adjustments to Reserves.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	(11,765)	(28)
Net County Cost	(11,765)	(28)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(114,357)	(32,454)
Gross Appropriations	(34,418)	(787)
Intrafund Transfers	(42,999)	(643)
Contingencies/Dept Reserves	(11,765)	(28)
Net County Cost	25,175	30,996
Positions	–	–

INFORMATION SERVICES DEPARTMENT



Department Locator

County > Administration and Fiscal Services > **Information Services Department**

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 greater transparency of information.

Overview

ISD is responsible for providing information technology (IT) services to support the business needs of County departments and regional agencies, including major services highlighted below:

Connectivity and Security– maintains secure connectivity for County departments to access technology tools and platforms to provide services to residents. Additionally, the division provides identity and access management, cyber security management, and secure remote access to applications as well as the County network; investigates and conducts IT audits; develops IT security, guidelines, and standards and policies; and administers annual IT security training.

Data Center– maintains and improves facilities that host server, storage, back-up, network and other mission critical technology equipment which operates on a 24/7 basis to support business needs of County departments and other agencies.

End-user Support– provides technical support for end-user devices such as desktop/laptop, mobile phones, telephones, public safety radio equipment, and other miscellaneous technology equipment.

Application Support– implements and supports reliable, secure, and user-friendly application technologies that enable County departments to successfully deliver services.

SMCLabs– partners with County departments, cities, and regional agencies to explore and implement emerging technologies, which enhance the County's capabilities towards serving our communities.

Major Accomplishments in FY 2019-21

- The Network team partnered with the Assessor Clerk-Recorder Elections Department to provide secure connectivity for remote voting centers.
- The Network team also partnered closely with the Project Development Unit to develop and implement a highly resilient network design for the newly built County data center in the Regional Operations Center.
- The Security team assisted the Sheriff's Office with the deployment of body worn cameras. Additionally, the team implemented an internet access filtering tool to enhance web security.
- The Telephone team continued the replacement of the County's legacy telephone system and responded within the limits of the system to the COVID-19 crisis.
- The Radio team conducted a Microwave RFP that will provide the county with a next generation microwave backbone for public safety communications.
- The Radio team completed a complex radio system upgrade and installed a monitoring system to enhance radio services for public safety agencies.
- The Server team replaced the aging data backup system with a more robust solution.
- The Applications team partnered with the Business and Finance Administration team to implement IT Asset Management; upgraded the County's open data portal; upgraded the Criminal Justice Integration system; and provided project oversight for the County's Assessment and Tax Collection applications.

- The SMCLabs team assisted with the Digital Divide project that provided connectivity to unconnected students throughout the county and provided support and technology project management to the Middlefield Road Improvement project.
- The Desktop team performed computer upgrades for multiple County departments which improve performance and security of the County's systems.
- The Client Success team provided IT support for the County's contact tracing and mass vaccination operations.
- ISD supported County departments' transitions to a telework environment in response to COVID-19. This included provisioning numerous laptops, cell phones, and software to County employees.

Significant Challenges, Initiatives, and Trends

In the upcoming budget cycle, ISD will focus on enhancing the County's infrastructure, IT security, customer engagement, and strategic planning for enterprise technologies.

The County's technology infrastructure is the backbone for various productivity and efficiency tools used by departments to provide services to County residents. ISD will proactively direct resources to partner with departments responsible for the successful completion of new building facilities that will host County workforce members.

In collaboration with County departments, ISD plans to utilize Measure K and Proposition 172 funding allocations to improve remote work technologies, upgrade network bandwidth and quality of services, bolster cybersecurity, upgrade and enhance the County's website, and support public internet connectivity. These efforts will improve supportability and functionality of technologies used for County operations.

ISD will continue enhancing its customer experience strategies for timely and accurate messaging with customers. This will allow County departments and ISD to understand the current technology landscape of the County and future IT initiatives. ISD is revamping its communication tools with County departments including producing tutorial videos to assist customers with the Self-Service portal and/or other related IT tools.

ISD will focus its efforts to understand department business needs and use cases where emerging technologies or innovation can generate efficiencies and effectiveness and improve engagement and service delivery between the County and its residents.

Department Innovations

In response to the COVID-19 pandemic in FY 2019-21, ISD partnered with local school districts, cities, and vendors to expand availability of the County's Public Wifi connectivity for remote workers and school students who were impacted by shelter-in-place orders from officials.During FY 2021-23, ISD's SMCLabs program will continue partnering with County departments to explore smart technologies to improve community outcomes in the county.ISD will also produce a series of tutorial videos specific to the County's IT environment to encourage usage of the Self-Service portal and address commonly related IT issues. This strategy will allow customers a quicker way to resolve and/or address common issues.

Performance Measures

High Priority Tickets - 3 Programs Response

The Information Services Department supports core technology infrastructure, cybersecurity, and enterprise applications for the County. We maintain mission critical technologies that are used by County departments to deliver services to the community. This performance measure demonstrates ISDs commitment to maintain high availability of core infrastructure technologies, monitor systems, and respond appropriately to address high priority incidents which disrupt County business. ISD strives to provide rapid response which reduces impacts and increases customer satisfaction while minimizing service interruptions. Every high priority incident is reviewed and analyzed weekly for the root cause, insights on steps to prevent reoccurrence, and proactive improvements in responses to future incidents.

A target of Median number of minutes as 30 or less is set for this measure.

ISD has been consistently meeting and keeping the number of response minutes below the threshold of 30 minutes for the past three fiscal years.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Median Minutes to Respond to High Priority Tickets - 3 Programs	11	17	23	30	30

Public WIFI Connections

The Connectivity and Security Program has been connecting the San Mateo County community to the internet through its free-to-access SMC Public WIFI network at over 500 public locations, including parks, community centers, local school districts, libraries, and other public spaces throughout the county. The goal is to bring connectivity to underserved communities, support educational opportunities for students, spur local economic development, and provide greater access to County services.

In FY 2019-20, the team expanded the Public WIFI program using CARES investment to bring internet connectivity to rural and underserved areas of the county. This expansion greatly benefited distance learning for students, teachers, remote workers, and constituents by allowing them to remain connected to digital resources. The SMC Public WIFI and Digital Divide initiatives will continue expanding sites in the current and next fiscal cycles to achieve their goal of increasing internet connectivity in public spaces and underserved areas of the County.

This measure demonstrates the usage of free public WIFI sites and access points by the public at various locations throughout the county. A "user session" is captured when a user connects to the San Mateo County (SMC) Public WIFI system and performs a given activity such as searching for information, using a mobile application, checking email, or etc. An increase in the number of WIFI sessions indicates growth in usage as well as adoption of these technologies, proving the Programs impact.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Highest Number of Sessions Connecting to SMC Public WIFI in Any Given Month	-	1,780,884	-	1,800,000	1,800,000

Project Completion and Customer Satisfaction Rating of Good or Better

The Project Management Program provides services which oversee a portfolio of enterprise and department-specific technology projects. This Program also coordinates the development of the Countys five-year Information Technology Capital Improvement Plan by working closely with departments and County Managers Office to identify Countywide investments in capital projects.

Performance Measures

This measure is being tracked by Information Services Department to ensure the Program delivers good or better customer satisfaction rating in terms of project management and delivery. We are updating the scope of the measure to include all projects and not only tracking medium to large projects.

A target of 90 percent customer satisfaction is set for this measure.

Performance Measure	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Projects Completed with a Customer Satisfaction Rating of Good or Better	100%	100%	90%	90%	90%

Information Services Department (1800B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	6,868,991	2,913,843	8,194,827	6,068,465	(2,126,362)	5,000,000	(1,068,465)
Use of Money and Property	215,295	223,150	446,028	190,138	(255,890)	190,138	—
Intergovernmental Revenues	823,974	3,301,106	8,866,304	9,051,698	185,394	5,000,000	(4,051,698)
Charges for Services	1,134,518	1,133,039	1,117,263	1,441,795	324,532	1,450,368	8,573
Interfund Revenue	7,885,213	10,536,670	11,005,165	11,923,490	918,325	12,073,381	149,891
Miscellaneous Revenue	59,618	273,579	—	—	—	—	—
Total Revenue	**16,987,610**	**18,381,386**	**29,629,587**	**28,675,586**	**(954,001)**	**23,713,887**	**(4,961,699)**
Fund Balance	11,515,836	12,348,582	13,906,643	11,459,096	(2,447,547)	6,480,261	(4,978,835)
Total Sources	**28,503,446**	**30,729,968**	**43,536,230**	**40,134,682**	**(3,401,548)**	**30,194,148**	**(9,940,534)**
Salaries and Benefits	26,886,293	27,648,000	31,976,815	31,045,158	(931,657)	31,147,090	101,932
Services and Supplies	26,509,629	17,782,834	34,608,942	36,084,786	1,475,844	22,450,311	(13,634,475)
Other Charges	2,761,772	2,684,754	3,295,144	2,263,427	(1,031,717)	2,308,503	45,076
Reclassification of Expenses	—	—	—	—	—	4	4
Fixed Assets	2,442,988	646,039	3,700,000	59,639	(3,640,361)	57,000	(2,639)
Other Financing Uses	341,602	370,120	291,940	292,148	208	293,570	1,422
Gross Appropriations	**58,942,284**	**49,131,746**	**73,872,841**	**69,745,158**	**(4,127,683)**	**56,256,478**	**(13,488,680)**
Intrafund Transfers	(42,194,420)	(32,511,152)	(37,441,872)	(36,090,737)	1,351,135	(32,542,591)	3,548,146
Net Appropriations	**16,747,864**	**16,620,594**	**36,430,969**	**33,654,421**	**(2,776,548)**	**23,713,887**	**(9,940,534)**
Contingencies/Dept Reserves	11,755,582	14,109,374	7,105,261	6,480,261	(625,000)	6,480,261	—
Total Requirements	**28,503,446**	**30,729,968**	**43,536,230**	**40,134,682**	**(3,401,548)**	**30,194,148**	**(9,940,534)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	128.0	135.0	135.0	135.0	—	135.0	—
Funded FTE	128.0	135.0	134.4	134.9	0.5	134.9	—

FY 2021-22 Budget Overview

TOTAL SOURCES

Total Sources decreased by $3,401,548 or 7.8 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Taxes

There is a net decrease of $2,126,362 in this funding source due to reduction in roll-over Measure K project cost reimbursements. This decrease was entirely offset by a decrease in roll-over Measure K project expenditures.

Use of Money and Property

There is a net decrease of $255,890 in this funding source due to changes in pass-through lease charges billed to external agencies for the spaces they occupy on County radio towers and sites. This decrease was entirely offset by a decrease in lease expenditures incurred by the County.

Intergovernmental Revenues

There is a net increase of $185,394 in this funding source due to the allocation of additional Proposition 172 (half-cent sales tax for public safety) funding to reimburse technology expenditures for public safety communication projects and operations. This increase was entirely offset by an increase in expenditures to improve the County's public safety communications infrastructure and operations.

Charges for Services

There is a net increase of $324,532 in this funding source due to changes in service levels provided to external agencies by ISD.

Interfund Revenue

There is a net increase of $918,325 in this funding source due to an increase in ISD service charges billed to the San Mateo County General Hospital in the amount of $910,714 and the Airports Fund and other agencies in the amount of $7,611.

Fund Balance

There is a net decrease of $2,447,547 in this funding source due to elimination of Fund Balance used in FY 2020-21 for one-time technology projects and purchases in the amount of $1,216,692; expenditures for Salaries and Benefits and Radio services in the amount of $1,230,855.

TOTAL REQUIREMENTS

Total Requirements decreased by $3,401,548 or 7.8 percent from the FY 2020-21 Revised to the FY 2021-22 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of $931,657 in this expenditure category due to a decrease in Extra Help employee costs, which is offset by an increase due to negotiated cost of living and longevity pay salary increases, thereby increasing other benefits categories. This decrease was entirely offset by a reduction in revenues from decreases in ISD service charges billed to County departments and external agencies.

Services and Supplies

There is a net increase of $1,475,844 in this expenditure category due to an increase in the amount of $3,868,539 in technology project budget allocation from Measure K, Proposition 172, and Non-Departmental services to ISD, an increase in the amount of $599,751 for professional services contracts, and an increase in the amount of $121,981 for other services and supplies expenditures. This increase was offset by a decrease in the amount of $1,280,875 for monthly utility payments, removal of Fund Balance appropriations in the amount of $860,291 as a one-time funding source in FY 2021-22, a decrease in

the amount of $665,281 for software licenses and service support, and a decrease in the amount of $307,980 for other service and supplies expenditures.

Other Charges
There is a net decrease of $1,031,717 in this expenditure category due to a decrease in the amount of $1,064,115 for leased facility rental charges for the data center and a decrease in the amount of $88,139 for other County service charges. This decrease is offset by an increase in the amount of $73,774 for other County facility rental and service charges and an increase in the amount of $46,763 for motor vehicle replacement and mileage charges.

Fixed Assets
There is a net decrease of $3,640,361 due to the removal of one-time purchases for improvement of the County's technology infrastructure through Measure K and Proposition 172 funding.

Other Financing Uses
There is a net increase of $208 in this expenditure category due to an increase in County facility rental surcharges.

Intrafund Transfers
There is a net decrease of $1,351,135 in this expenditure category due primarily to an accounting methodology change for recording software licensing revenues from General Fund departments in the services and supplies category instead of Intrafund Transfers; this decrease was partially offset by an increase in service charge revenues collected from General Fund departments.

Contingencies/Departmental Reserves
There is net decrease of $625,000 in this expenditure category due to one-time purchases from HRIS Reserves for projects to enhance the capabilities of Workday and its integration with other Countywide systems and applications. The balance in General Fund Reserves represents 19.3 percent of Net Appropriations.

NET COUNTY COST
There is no change to Net County Cost.

FY 2022-23 Budget Overview

TOTAL SOURCES
Total Sources decreased by $9,940,534 or 24.8 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Taxes
There is a net decrease of $1,068,465 in this funding source due to elimination of roll-over Measure K funding for one-time technology projects and purchases in FY 2021-22. This decrease was entirely offset by a decrease in roll-over Measure K project expenditures.

Use of Money and Property
There is no change in this funding source.

Intergovernmental Revenues
There is a net decrease of $4,051,698 in this funding source due to elimination of roll-over Proposition 172 funding for one-time technology expenditures for public safety communication projects and operations in FY 2021-22. This decrease was entirely offset by a decrease in roll-over Proposition 172 project expenditures.

Charges for Services
There is a net increase of $8,573 in this funding source due to changes in service levels provided to external agencies.

Interfund Revenue
There is a net increase of $149,891 in this funding source due to an increase in ISD service charges billed to the San Mateo County General Hospital in the amount of $141,920 and the Airports Fund and other agencies in the amount of $7,971.

Fund Balance
There is a net decrease of $4,978,835 in this funding source due to removal of Fund Balance as a one-time funding source.

TOTAL REQUIREMENTS
Total Requirements decreased by $9,940,534 or 24.8 percent from the FY 2021-22 Recommended to the FY 2022-23 Preliminary Recommended Budget due to the following changes:

Salaries and Benefits
There is a net increase of $101,932 in this expenditure category due to negotiated cost of living and longevity pay salary increases, thereby increasing other benefits categories. This increase was entirely offset by revenues from increases in ISD service charges billed to County departments and external agencies.

Services and Supplies
There is a net decrease of $13,634,475 in this expenditure category due to a decrease in the amount of $9,028,086 in technology project budget allocation from Measure K, Proposition 172, and Non-Departmental services to ISD, removal of Fund Balance appropriations in the amount of $4,978,835 as a one-time funding source in FY 2021-22, and a decrease in the amount of $649,303 for other services and supplies expenditures. This decrease was offset by an increase in the amount of $657,174 for software licenses and service support, an increase in the amount of $356,600 for computer/electronic equipment maintenance, and an increase in the amount of $7,975 for other services and supplies expenditures.

Other Charges
There is a net increase of $45,076 in this expenditure category due to an increase in the amount of $19,396 for motor vehicle mileage charges, an increase in the amount of $14,454 for County facility rental charges, and an increase in the amount of $11,226 for other County service charges.

Fixed Assets
There is a net decrease of $2,639 due to a reduction in one-time expenditures for radio equipment to improve the County's technology infrastructure through Proposition 172 funding.

Other Financing Uses
There is a net increase of $1,422 in this expenditure category due to an increase in County facility rental surcharges.

Intrafund Transfers
There is a net decrease of $3,548,146 in this expenditure category due to elimination of Non-Departmental funding for one-time technology projects and purchases in the amount of $3,891,738 in FY 2021-22; this decrease was partially offset by an increase in service charge revenues collected from General Fund departments.

Contingencies/Departmental Reserves
There is no change. The balance in General Fund Reserves represents 27.3 percent of Net Appropriations. There are no changes to Non-General Fund Reserves.

NET COUNTY COST
There is no change to Net County Cost.

Business & Fiscal Administration (1810P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **Business & Fiscal Administration**

Program Outcome Statement

Provide leadership, administrative, and fiscal support to the Information Services Department

Program Results

The Office of the Chief Information Officer (OCIO) in the Business and Finance Administration (BFA) Program (Program) provides leadership to the Information Services Department (ISD). The Program provides administrative and fiscal support for ISD; such as developing the department budget and service charge rates, managing procurement of Information Technology goods and services, and providing clerical support to the department. The Program also oversees the County's Project Management Office, which provides resources necessary for coordination and management of technology projects of the County.

In Fiscal Year (FY) 2019-21, the Program provided financial, procurement, and administrative support for the County's response to the COVID-19 pandemic. More specifically, the procurement function of the Program procured goods and services worth $10 million to facilitate the rapid transition to telework and Public Wifi expansion.

In FY 2021-23, the Program will continue providing administrative and fiscal support for ISD. Additionally, the Program will focus on fully operationalizing a project and resource management tool; automating administrative tasks; implementing an enterprise technology asset portal to perform lifecycle management of hardware and software tools; monitoring performance measures; and developing advanced analytics dashboards to allow ISD staff to enhance customer experience.

Performance Measures

Employees Training

ISDs Business and Fiscal Administration (BFA) Program provides strategic and operational support to all ISD business lines. This includes and is not limited to finance, decision making ,people operations, procurement, and project management. The program is leading several countywide initiatives to improve efficiency and effectiveness in managing the County's IT Assets.

In partnership with other ISD Programs, the BFA Program manages the development of a structured multi-tier training plan for its employees, intended to build their core skills. The measure intends to capture the strive of the program to continually encourage learning and cross training of employees to enhance their skills and adapt to a fast-changing environment.

The resources available through County programs and vendors allow for technology specific and interpersonal development options that employees take advantage of as part of their core trainings.

ISD employees came short of meeting the 90 percent target within FY 2019-20 due to the challenges caused by Covid-19 to in-person training cancellation. ISD is exploring more online training options for employees and also recommending employees take advantage of remote trainings that vendors and other institutions are making available for FY 2020-21 and FY 2021-22.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Employees Meeting 20 Hour Annual Training Requirement	100%	86%	90%	90%	90%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Business & Fiscal Administration (1810P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	10,316,889	3,504,677	5,638,167	5,037,955	(600,212)	55,594	(4,982,361)
Total Requirements	(25,498,837)	52,198	5,638,167	4,994,902	(643,265)	11,268	(4,983,634)
Net County Cost	(35,815,726)	(3,452,479)	—	(43,053)	(43,053)	(44,326)	(1,273)
Salary Resolution	17.0	18.0	18.0	18.0	—	18.0	—
Funded FTE	17.0	18.0	18.0	18.0	—	18.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; decreases in Extra Help employee costs, increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($43,053). Net funding adjustments in FY 2022-23 total ($1,273).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(5,579,047)	(4,982,361)
Gross Appropriations	(5,565,927)	(4,992,085)
Intrafund Transfers	(56,173)	8,451
Net County Cost	(43,053)	(1,273)
Positions	—	—

2. Fund Balance Adjustment - Business & Fiscal Administration: This action re-appropriates Fund Balance from the prior year and includes adjustments to Estimated Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,978,835	—
Gross Appropriations	4,978,835	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(600,212)	(4,982,361)
Gross Appropriations	(587,092)	(4,992,085)
Intrafund Transfers	(56,173)	8,451
Net County Cost	(43,053)	(1,273)
Positions	—	—

Client Success (1820P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **Client Success**

Program Outcome Statement

Provide proactive, responsive, and reliable support while continuously improving customer experience and enabling customer success

Program Results

The Client Success Program (Program) creates strong relationships with customers strategically and operationally via day-to-day interactions with County employees and partner agencies. The Program delivers services to improve customer experience, support, and satisfaction.

The Program serves as Information Services Division's (ISD) liaison and escalation point for problem management, collaboration opportunities, and overall communication. The Program includes the ISD Service Desk, which serves as a central point of contact for County employees to report technology problems and make requests of ISD; the Desktop Support team, a higher-level support tier specialized in PC/laptop issues, maintenance, and deployment; and the Audiovisual Services team, which installs audiovisual and video conferencing solutions. In addition, the Program includes the County Telephone Operators. This is a 24-hours a day, seven days a week, service to provide switchboard services and call assistance connecting the public and employees to County departments and services.

During Fiscal Year (FY) 2019-21, the Program played a critical role in assisting County departments in their transitions to teleworking in response to COVID-19. Client Success quickly provisioned 1,200 laptops, 700 cell phones, and 50 tablets to allow County employees to continue serving the public while protecting the workforce. The Program also supported the County's COVID response by providing IT support in the Emergency Operations Center, provisioning hardware and licenses to support the San Mateo County Health's contact tracing and mass vaccination operations, and establishing audio/visual video conferencing tools to allow the Board of Supervisors and Boards Commissions to conduct public business remotely. The Program performed computer upgrades for multiple County departments which improves performance and security of the County's systems. The Program's ultimate goal is to improve customer satisfaction. The Program uses a proactive customer relationship management strategy that focuses on customer needs, open and frequent communication, and improved escalation processes. For FY 2021-23, ISD will produce a series of tutorial videos specific to the County's IT environment to encourage usage of the Self-Service portal and address commonly related IT issues. This strategy will allow customers a quicker way to resolve and/or address common issues. The Program will continue coordinating projects and enhancing communications with customers to improve overall service delivery, which will lead to a better customer experience.

Performance Measures

Customer Satisfaction

The Client Success Program serves as ISD's liaison and escalation hub for issues, collaboration opportunities, and overall communication. The Client Relations team meets with County departments on a regular basis to discuss issues, requests and upcoming initiatives. The Programs County Telephone Operators are available 24 hours per day, seven days per week to provide switchboard services and call assistance to connect the public and employees to County departments and services. The Programs Service Desk provides Tier 1 support and serves as a central point of contact for County employees to report technology problems and make requests from ISD.

Exceeding the target for this measure indicates Information Services Department as a whole is meeting customers' expectations in providing the best service to keep their services going.

A target of 90 percent customer satisfaction is set for this measure.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Customers Who Rate Satisfaction as Good or Better	96%	97%	96%	90%	90%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Client Success (1820P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	7,365	4,158,240	4,600,812	4,523,583	(77,229)	4,568,927	45,344
Total Requirements	8,506,080	3,479,098	4,600,812	5,035,946	435,134	5,090,181	54,235
Net County Cost	8,498,716	(679,142)	—	512,363	512,363	521,254	8,891
Salary Resolution	42.0	42.0	42.0	42.0	—	42.0	—
Funded FTE	42.0	42.0	41.6	41.9	0.3	41.9	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $937,443. Net funding adjustments in FY 2022-23 total $577,120.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(215,229)	(92,656)
Gross Appropriations	508,593	125,188
Intrafund Transfers	351,621	359,276
Contingencies/Dept Reserves	(138,000)	—
Net County Cost	937,443	577,120
Positions	—	—

2. Fund Balance Adjustment - Client Success: This action re-appropriates Fund Balance and Reserves from the prior fiscal year.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	138,000	138,000
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	138,000	—
Net County Cost	—	(138,000)
Positions	—	—

3. Funding for Cost Reimbursements from Non-Departmental Services: This action appropriates cost reimbursements for County telephone operators and estimated service charges for IT Project support in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	—	—
Intrafund Transfers	(425,080)	(430,229)
Net County Cost	(425,080)	(430,229)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(77,229)	45,344
Gross Appropriations	508,593	125,188
Intrafund Transfers	(73,459)	(70,953)
Contingencies/Dept Reserves	—	—
Net County Cost	512,363	8,891
Positions	—	—

IT Operations (1830P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **IT Operations**

Program Outcome Statement

Provide secure, reliable, and highly available infrastructure and connectivity to support County systems and ISD customers

Program Results

The IT Operations Program (Program) in the Information Services Department (ISD) supports critical infrastructure and services for data compute and storage, telephony, and radio communications. The core services availability has exceeded, on average, both the Department's target and industry benchmarks, however, ISD strives for continuous quality improvement in reliability and accessibility.

In FY 2019-21, the Program partnered with the County's Project Development Unit to establish a highly resilient data center in the newly built Regional Operations Center. The Program improved monitoring capabilities to proactively manage critical infrastructure and ensure reliable performance. The Program also implemented a turn-key data backup and recovery solution that reduces the amount of bandwidth used for backup and restoral operations. The Program's SMCLabs team partnered with County departments to understand business needs that may be achieved through the use of technology.

In FY 2021-23, the Program will focus on projects that will upgrade aging telephone and radio infrastructure and other technologies, which are critical for County department operations. The SMCLabs team is working with the County Manager's Office and Department of Public Works on the Middlefield Road Improvement project to implement smart street technologies that align with the overall aesthetic of the roadway improvement project.

Performance Measures

IT Infrastructure Availability

The IT Operations Program supports the Countys data center, server, telephone, and radio communications infrastructure to deliver reliable connectivity and telecommunications to County departments and external agencies. These fundamental technologies allow County departments to provide needed and expected services to its partners, visitors, and residents. Every County department relies on the services of the Program to remain connected and productive. ISD continues to monitor systems for increased availability and resiliency across all critical platforms.

The Programs monitoring systems help safeguard the enterprise network, telephony, servers, and backup services against outages. Virtual storage and computing environments support the County's requirements for high performing, cost effective, and highly-available data processing systems.

A key element in sustaining high levels of availability is conducting routine system maintenance. This maintenance can take forms from system patching to uninterrupted power supply servicing. The end result is increased customer satisfaction and reduced business interruptions.

A target of 99.9% availability is set for maintaining Infrastructure availability.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Availability of Key IT Infrastructure	100.0%	99.7%	99.9%	99.9%	99.9%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

IT Operations (1830P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	5,404,794	7,901,307	7,464,532	6,619,099	(845,433)	6,688,028	68,929
Total Requirements	17,100,764	17,794,024	7,464,532	6,020,088	(1,444,444)	6,074,626	54,538
Net County Cost	11,695,970	9,892,717	—	(599,011)	(599,011)	(613,402)	(14,391)
Salary Resolution	29.0	32.0	32.0	32.0	—	32.0	—
Funded FTE	29.0	32.0	32.0	32.0	—	32.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $412,758. Net funding adjustments in FY 2022-23 total $3,125,413.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(3,858,472)	(2,986,258)
Gross Appropriations	(2,299,059)	116,714
Intrafund Transfers	938,816	22,441
Contingencies/Dept Reserves	(2,085,471)	—
Net County Cost	412,758	3,125,413
Positions	—	—

2. Fund Balance Adjustment - IT Operations: This action re-appropriates Fund Balance and Reserves from the prior fiscal year.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	2,085,471	2,085,471
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	2,085,471	—
Net County Cost	—	(2,085,471)
Positions	—	—

3. Funding for Measure K Projects: This action appropriates funding for estimated service charges to support new Measure K IT Projects in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	580,648	583,606
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(580,648)	(583,606)
Positions	—	—

4. Funding for Non-Departmental Projects: This action appropriates Non-Departmental Services funding for IT Projects in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	—	—
Intrafund Transfers	(84,201)	(84,617)
Net County Cost	(84,201)	(84,617)
Positions	—	—

5. Funding for Proposition 172 Projects: This action appropriates funding for estimated service charges to support new Proposition 172 funded IT Projects in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	346,920	386,110
Gross Appropriations	—	—
Intrafund Transfers	—	—
Net County Cost	(346,920)	(386,110)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(845,433)	68,929
Gross Appropriations	(2,299,059)	116,714
Intrafund Transfers	854,615	(62,176)
Contingencies/Dept Reserves	—	—
Net County Cost	(599,011)	(14,391)
Positions	—	—

IT Security (1850P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **IT Security**

Program Outcome Statement

Protect and support the County's network, data, and connected devices as well as ensure the County workforce follows Information Technology (IT) best practices, standards, and policies, and has uninterrupted secure network access to services that support both teleworking and onsite working

Program Results

The Connectivity and Security Program (Program) provides County-wide support in the areas of connectivity and cybersecurity. The primary function of the Program is to protect and support uninterrupted secure access to County information resources and assets. The Program is responsible for identity and access management; anti-virus and patch management services; secure remote access to the County's network and applications; investigations and IT auditing; IT cybersecurity guidelines, standards and policies; annual IT cybersecurity training; wired and wireless network access technologies; and Public Wifi.

In Fiscal Year (FY) 2019-21, the Program responded to the COVID-19 pandemic by upgrading the County's internet bandwidth by 1,000 percent to increase uptime and resiliency, improved remote work technology tools, and enhanced the County's cybersecurity posture by installing next generation firewall and content filtering. Due to the pandemic, the County communities rapidly transitioned to distance learning for students and remote work for eligible employees. The Program urgently deployed internet connectivity to more than 30 Public Wifi sites within a three-month period for disadvantaged communities and students in the county. Total number of Public Wifi sessions per month will be measured to demonstrate progress towards achieving digital equity and inclusion within County communities. The Program also supported the County's pandemic response by establishing network connectivity at COVID-19 testing and vaccination sites. Additionally, the Program worked closely with the Project Development Unit to build a best in class data center at the Regional Operations Center (ROC) with redundant connections to support critical business functions by improving uptime and resiliency and partnered with the Assessor Clerk-Recorder Elections department to enable connectivity for election centers.

In FY 2021-23, the Program will focus on executing the Enterprise Architecture improvements plan and cybersecurity risk mitigation. Additionally, the Program will partner with select local agencies to pilot a virtual security operations center for jointly responding to major cybersecurity threats.

Performance Measures

Public WIFI Connections

The Connectivity and Security Program has been connecting the San Mateo County community to the internet through its free-to-access SMC Public WIFI network at over 500 public locations, including parks, community centers, local school districts, libraries, and other public spaces throughout the county. The goal is to bring connectivity to underserved communities, support educational opportunities for students, spur local economic development, and provide greater access to County services.

In FY 2019-20, the team expanded the Public WIFI program using CARES investment to bring internet connectivity to rural and underserved areas of the county. This expansion greatly benefited distance learning for students, teachers, remote workers, and constituents by allowing them to remain connected to digital resources. The SMC Public WIFI and Digital Divide initiatives will continue expanding sites in the current and next fiscal cycles to achieve their goal of increasing internet connectivity in public spaces and underserved areas of the County.

This measure demonstrates the usage of free public WIFI sites and access points by the public at various locations throughout the county. A "user session" is captured when a user connects to the San Mateo County (SMC) Public WIFI system and performs a given activity such as searching for information, using a mobile application, checking email, or etc. An increase in the number of WIFI sessions indicates growth in usage as well as adoption of these technologies, proving the Programs impact.

A target of exceeding 1,800,000 sessions in any given month is set for this measure to ensure the community takes advantage of this Program.

New Measure: Prior year data is not available.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Highest Number of Sessions Connecting to SMC Public WIFI in Any Given Month	-	1,780,884	-	-	-

New Measure: Prior year data is not available.

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

IT Security (1850P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	579,690	3,723,922	3,957,772	3,699,949	(257,823)	3,738,707	38,758
Total Requirements	7,726,903	2,522,576	3,957,772	3,699,949	(257,823)	3,738,707	38,758
Net County Cost	7,147,213	(1,201,346)	—	—	—	—	—
Salary Resolution	14.0	15.0	15.0	15.0	—	15.0	—
Funded FTE	14.0	15.0	15.0	15.0	—	15.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments in FY 2021-22. Net funding adjustments in FY 2022-23 total $555,189.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(813,012)	(516,431)
Gross Appropriations	(352,621)	131,632
Intrafund Transfers	94,798	(92,874)
Contingencies/Dept Reserves	(555,189)	—
Net County Cost	—	555,189
Positions	—	—

2. Fund Balance Adjustment - IT Security: This action re-appropriates Fund Balance and Reserves from the prior fiscal year.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	555,189	555,189
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	555,189	—
Net County Cost	—	(555,189)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(257,823)	38,758
Gross Appropriations	(352,621)	131,632
Intrafund Transfers	94,798	(92,874)
Contingencies/Dept Reserves	—	—
Net County Cost	—	—
Positions	—	—

Applications (1860P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **Applications**

Program Outcome Statement

Increase the productivity and efficiency of County employees through the delivery of reliable, secure, and user-friendly application technologies

Program Results

The Applications Program (Program) strives to support the County's business and automation processes by deploying and managing enterprise and certain departmental applications. The Program also provides business and technical analytics and application project management support. The Program's goal is to automate business processes, improve productivity, and meet end user needs by leveraging existing and emerging technologies.

Through collaboration with departments' leadership and business owners, the Program is modernizing the County's applications and enterprise business systems, including Workday, which offers payroll and personnel support, and Microsoft 365 (M365), a comprehensive suite of cloud-based productivity applications and communication tools. The Program also supports the Criminal Justice Integration (CJI) system, which enables data sharing between the County's criminal justice departments and the Superior Court.

In Fiscal Year (FY) 2019-21 the Program enhanced ISD's technology asset management program through the development of processes that capture devices connected to the County's network; implemented a cost management module to support ISD's service billing and expense distribution to departments; secured Court access to the CJI portal; developed the SMC Citizen Connect App; and assisted County departments in adopting new productivity applications to improve business and workforce management. The program developed public Wifi availability maps, assisted in deploying geographical information system maps to support the expansion of the County's digital inclusion efforts for underserved communities, and provided analysis and geospatial tools to the Emergency Operations Center and San Mateo County Health Operations Center to support real-time decision making during the pandemic and wildfire emergencies.

In FY 2021-23 the Applications Program will focus on software license management and automation of enterprise application license administration, completion of the County website platform upgrade, and modernization of the CJI Interface.

Performance Measures

Key Application Availability

The Applications Program is responsible for supporting Enterprise applications and tools which are used by County staff to remain productive and deliver services to the community. The Program works closely with vendors to minimize unplanned downtime which prevents disruption to the County's ability to deliver services to the community.

A target of 99.5% availability is set to ensure departments are able to provide services with little downtimes from an application standpoint.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Availability of Key Applications	100.0%	99.8%	99.8%	99.5%	99.5%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Applications (1860P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	142,775	1,828,699	2,148,058	2,591,900	443,842	2,643,007	51,107
Total Requirements	9,946,174	1,747,285	2,148,058	2,721,601	573,543	2,779,481	57,880
Net County Cost	9,803,399	(81,413)	—	129,701	129,701	136,474	6,773
Salary Resolution	25.0	27.0	27.0	27.0	—	27.0	—
Funded FTE	25.0	27.0	26.9	27.0	0.1	27.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; increases in software licensing; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $858,319. Net funding adjustments in FY 2022-23 total $974,762.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	211,842	(180,893)
Gross Appropriations	183,715	198,880
Intrafund Transfers	1,118,446	594,989
Contingencies/Dept Reserves	(232,000)	—
Net County Cost	858,319	974,762
Positions	—	—

2. Fund Balance Adjustment - Applications: This action re-appropriates Fund Balance and Reserves from the prior fiscal year.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	232,000	232,000
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	232,000	—
Net County Cost	—	(232,000)
Positions	—	—

3. Funding for Cost Reimbursements from Non-Departmental Services: This action appropriates cost reimbursements for Open Data program and estimated service charges for IT Project support in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	—	—
Intrafund Transfers	(728,618)	(735,989)
Net County Cost	(728,618)	(735,989)
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	443,842	51,107
Gross Appropriations	183,715	198,880
Intrafund Transfers	389,828	(141,000)
Contingencies/Dept Reserves	—	—
Net County Cost	129,701	6,773
Positions	—	—

Planning & Project Management (1844P)

Program Locator

County > Administration and Fiscal Services > Information Services Department > **Planning & Project Management**

Program Outcome Statement

Provide an enterprise-wide approach to identify, prioritize, and successfully execute a portfolio of technology projects that are aligned with the County's strategic vision for technology

Program Results

In alignment with the County's Five-Year Information Technology Capital Improvement Plan to modernize County infrastructure and applications, the Planning and Project Management Program (Program) supports key enterprise IT projects in the areas of remote work technology, cybersecurity, network upgrades, internet connectivity for health and education, and County website upgrades.

In Fiscal Year 2021-23, the Program will support the implementation of the Enterprise Architecture plan that will improve quality of connectivity, security, disaster recovery, technology resource management, and telephony services. Additionally, a new project and portfolio management tool will be implemented with re-engineered business processes to allow for strategic IT Project on-boarding, costing, planning, and execution. ISD regularly measures the percent of customer satisfaction for the Program to evaluate success of the Program's effectiveness.

Performance Measures

Project Customer Satisfaction

The Project Management Program provides services which oversee a portfolio of enterprise and department-specific technology projects. This Program also coordinates the development of the Countys five-year Information Technology Capital Improvement Plan by working closely with departments and County Managers Office to identify Countywide investments in capital projects.

This measure is being tracked by Information Services Department to ensure the Program delivers good or better customer satisfaction rating in terms of project management and delivery. We are updating the scope of the measure to include all projects and not only tracking medium to large projects.

A target of 90 percent customer satisfaction is set for this measure.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Projects Completed with a Customer Satisfaction Rating of Good or Better	100%	100%	90%	90%	90%

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Planning & Project Management (1844P)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	12,051,933	9,613,124	19,726,889	17,662,196	(2,064,693)	12,499,885	(5,162,311)
Total Requirements	10,722,362	5,134,788	19,726,889	17,662,196	(2,064,693)	12,499,885	(5,162,311)
Net County Cost	(1,329,571)	(4,478,336)	—	—	—	—	—
Salary Resolution	1.0	1.0	1.0	1.0	—	1.0	—
Funded FTE	1.0	1.0	1.0	1.0	—	1.0	—

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; and addition of one-time project revenues and expenditures. As a one-time funding source, Customer Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total $205,060. Net funding adjustments in FY 2022-23 total $3,677,416.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(19,726,889)	(17,662,196)
Gross Appropriations	(17,378,671)	(18,002,871)
Intrafund Transfers	1,951,443	4,018,091
Contingencies/Dept Reserves	(4,094,601)	—
Net County Cost	205,060	3,677,416
Positions	—	—

2. Funding for Measure K Projects: This action appropriates Measure K funding for IT Projects in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,419,352	4,416,394
Gross Appropriations	4,324,209	4,319,972
Intrafund Transfers	—	—
Net County Cost	(95,143)	(96,422)
Positions	—	—

3. Funding for Proposition 172 Projects: This action appropriates Proposition 172 funding for IT Projects in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,653,080	4,613,890
Gross Appropriations	4,653,080	4,613,890
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

4. Funding for Continuing Measure K Projects: This action appropriates Measure K funding for IT Projects continuing in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	1,068,465	–
Gross Appropriations	1,068,465	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

5. Funding for Continuing Proposition 172 Projects: This action appropriates Proposition 172 funding for IT Projects continuing in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	4,051,698	–
Gross Appropriations	4,051,698	–
Intrafund Transfers	–	–
Net County Cost	–	–
Positions	–	–

6. Funding for Continuing Non-Departmental Projects: This action appropriates Non-Departmental Services funding for continuing IT Projects in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	1,700,000	–
Intrafund Transfers	(1,809,917)	(111,393)
Net County Cost	(109,917)	(111,393)
Positions	–	–

7. Fund Balance Adjustment - Planning & Project Management: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	3,469,601	3,469,601
Gross Appropriations	–	–
Intrafund Transfers	–	–
Contingencies/Dept Reserves	3,469,601	–
Net County Cost	–	(3,469,601)
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(2,064,693)	(5,162,311)
Gross Appropriations	(1,581,219)	(9,069,009)
Intrafund Transfers	141,526	3,906,698
Contingencies/Dept Reserves	(625,000)	–
Net County Cost	–	–
Positions	–	–

Grand Jury (1920B)

Program Locator

County > Administration and Fiscal Services > **Grand Jury**

Program Outcome Statement

The Grand Jury conducts civil investigations of local government operations including operations of the County, cities, special districts, and school districts.

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 2019-20 Grand Jury conducted seven investigations and published four official reports with recommendations directed to County officials: Balancing the Scales of Justice: Between the Prosecution and Defense in San Mateo County; Ransomware: It is Not Enough to Think You Are Protected; A Slow Moving Catastrophe Finding the Ill Homeless a Place to Heal; and Second Units: Adding New Housing in the Neighborhoods.

At the end of each official report, the Grand Jury makes recommendations that require a response within 90 days for the Board of Supervisors and 60 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

Percent of Grand Jury Recommendations that San Mateo County Elected Officials and Staff Agreed to Implement or Have Already Implemented

San Mateo County elected officials and staff agreed to implement or have already implemented 21 of the 26 recommendations (76 percent) made by the San Mateo County Civil Grand Jury for FY 2019-20.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Percent of Grand Jury Recommendations that San Mateo County Elected Officials and Staff Agreed to Implement or Have Already Implemented	62%	76%	60%	60%	60%

Number of Official Grand Jury Reports Requiring San Mateo County Elected Official Responses

The Civil Grand Jury published 4 reports in FY 2019-20 that required San Mateo County elected official responses.

Performance Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Estimate	FY 2021-22 Target	FY 2022-23 Target
Number of Official Grand Jury Reports Requiring San Mateo County Elected Official Responses	6	4	--	--	--

Grand Jury (1920B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources							
Salaries and Benefits	—	—	—	—	—	—	—
Services and Supplies	112,060	113,004	123,922	123,922	—	123,922	—
Other Charges	431	125	440	599	159	601	2
Gross Appropriations	**112,491**	**113,129**	**124,362**	**124,521**	**159**	**124,523**	**2**
Intrafund Transfers							
Net Appropriations	**112,491**	**113,129**	**124,362**	**124,521**	**159**	**124,523**	**2**
Total Requirements	**112,491**	**113,129**	**124,362**	**124,521**	**159**	**124,523**	**2**
Net County Cost	**112,491**	**113,129**	**124,362**	**124,521**	**159**	**124,523**	**2**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Grand Jury (1920B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources							
Total Requirements	112,491	113,129	124,362	124,521	159	124,523	2
Net County Cost	112,491	113,129	124,362	124,521	159	124,523	2

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-22 and FY 2022-23, including: increases in internal service charges. Net funding adjustments in FY 2021-22 total $159. Net funding adjustments in FY 2022-23 total $2 .

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	—	—
Gross Appropriations	159	2
Intrafund Transfers	—	—
Net County Cost	159	2
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	159	2
Intrafund Transfers	—	—
Net County Cost	159	2
Positions	—	—

Non-Departmental Services (8000B)

Program Locator

County > Administration and Fiscal Services > **Non-Departmental Services**

Program Outcome Statement

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 2 CFR Part 200 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, and retiree health contributions.

The County has four categories of General Fund Reserves: Non-Departmental Reserves, Education Revenue Augmentation Fund (ERAF) Reserves, Contingencies, and Departmental Reserves. The County's Reserves Policy stipulates that the General Fund maintain a five percent General Reserve and a three percent Contingency and that operating departments maintain a two percent Departmental Reserve. The five percent General Reserve and the three percent Contingency are budgeted here. On January 31, 2012, the Board of Supervisors amended the Reserves Policy to use 50 percent 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

Over the past two fiscal years, Non-Departmental Services has been used to fund several major initiatives to strengthen the County's operations, capital assets, and long-term fiscal health. During FY 2019-21, Non-Departmental Services funded numerous significant ground-up construction or renovation projects as part of the County's Five-Year Capital Improvement Plan. Completed projects during FY 2019-21 include the Animal Shelter and the Lathrop House relocation. Substantial progress has been made on the County Government Center Parking Structure II, which is anticipated to be completed in September 2021. The County continues to progress with the construction of the San Mateo Medical Center, County Office Building 3, Maple Street Homeless Shelter, and Cordilleras Mental Health Facility Replacement.

In addition, technology investments by Non-Departmental Services in FY 2019-21 included the Computer-Aided Dispatch system in Public Safety Communications, countywide call center, and expanding the county-wide WiFi network. Pursuant to the 2013 MOU with SamCERA, the County continued its aggressive pay-down of unfunded pension liabilities, with a payment of $39.7 million in FY 2020-21.

In response to the COVID-19 pandemic and CZU Lightening Complex Fire, the Non-Departmental Services budget unit became the clearing house for all revenue and expenses related to the County's response and recovery to these emergencies. It is anticipated that this Budget Unit will continue to be the repository for ongoing recovery funds through FYs 2021-23. During, FY 2021-22, Non-Departmental Services is funding significant portions of the property tax system replacements for the Controller's Office ($6 million) and Assessor ($21 million).

Non-Departmental Services (8000B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	681,991,825	725,928,141	614,056,607	627,721,708	13,665,101	655,383,031	27,661,323
Licenses, Permits and Franchises	522,947	598,885	604,873	610,922	6,049	617,031	6,109
Fines, Forfeitures and Penalties	266,681	(500)	–	–	–	–	–
Use of Money and Property	28,634,792	25,722,669	25,863,356	27,043,640	1,180,284	27,792,904	749,264
Intergovernmental Revenues	10,927,080	69,412,310	129,901,252	31,720,135	(98,181,117)	1,732,292	(29,987,843)
Charges for Services	395,858	1,850,495	747,116	1,708,438	961,322	1,708,438	–
Interfund Revenue	5,288,899	6,653,880	6,737,152	6,857,078	119,926	6,981,424	124,346
Miscellaneous Revenue	2,533,236	4,073,224	483,693	231,843	(251,850)	231,843	–
Other Financing Sources	1,511,247	442,640	–	–	–	–	–
Non-County Revenue	–	7,400,000	–	–	–	–	–
Total Revenue	**732,072,564**	**842,081,743**	**778,394,049**	**695,893,764**	**(82,500,285)**	**694,446,963**	**(1,446,801)**
Fund Balance	359,113,456	445,110,154	544,732,834	432,939,894	(111,792,940)	270,679,748	(162,260,146)
Total Sources	**1,091,186,020**	**1,287,191,897**	**1,323,126,883**	**1,128,833,658**	**(194,293,225)**	**965,126,711**	**(163,706,947)**
Salaries and Benefits	50,667,545	59,059	47,881,023	10,140,000	(37,741,023)	10,140,000	–
Services and Supplies	23,907,004	56,496,849	150,440,734	109,311,114	(41,129,620)	42,458,294	(66,852,820)
Other Charges	11,285,448	30,412,744	126,962,619	75,123,320	(51,839,299)	75,237,515	114,195
Fixed Assets	100,000	1,691,050	7,000,000	7,000,000	–	7,000,000	–
Other Financing Uses	37,212,492	52,329,748	214,212,046	159,622,336	(54,589,710)	61,384,509	(98,237,827)
Gross Appropriations	**123,172,490**	**140,989,450**	**546,496,422**	**361,196,770**	**(185,299,652)**	**196,220,318**	**(164,976,452)**
Intrafund Transfers	(824,062)	(794,039)	(484,045)	(484,045)	–	(484,045)	–
Net Appropriations	**122,348,427**	**140,195,410**	**546,012,377**	**360,712,725**	**(185,299,652)**	**195,736,273**	**(164,976,452)**
Contingencies/Dept Reserves	480,984,304	618,456,847	179,149,328	154,034,660	(25,114,668)	154,034,660	–
Total Requirements	**603,332,731**	**758,652,258**	**725,161,705**	**514,747,385**	**(210,414,320)**	**349,770,933**	**(164,976,452)**
Net County Cost	**(487,853,289)**	**(528,539,640)**	**(597,965,178)**	**(614,086,273)**	**(16,121,095)**	**(615,355,778)**	**(1,269,505)**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Non-Departmental Services (8000B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	1,091,186,020	1,287,191,897	1,323,126,883	1,128,833,658	(194,293,225)	965,126,711	(163,706,947)
Total Requirements	603,332,731	758,652,258	725,161,705	514,747,385	(210,414,320)	349,770,933	(164,976,452)
Net County Cost	(487,853,289)	(528,539,640)	(597,965,178)	(614,086,273)	(16,121,095)	(615,355,778)	(1,269,505)

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect current costs for existing levels of service and performance in FY 2021-23, including: negotiated salary and benefit increases, including merit increases and adjustments to retiree health contributions; increases in internal service charges; and elimination of one-time revenues and expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. Net funding adjustments in FY 2021-22 total ($150,029,747). Net funding adjustments in FY 2022-23 total ($214,012,679).

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(83,200,285)	(1,446,801)
Gross Appropriations	(233,230,032)	(215,459,480)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	—	—
Net County Cost	(150,029,747)	(214,012,679)
Positions	—	—

2. Measure K - North Fair Oaks Library: This action appropriates Measure K funds for the North Fair Oaks Library project.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	500,000	—
Gross Appropriations	500,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

3. Measure K - Middlefield Road Solar Grid Project: This action appropriates Measure K funding for a feasibility study of locating a solar grid array on Middlefield Road in North Fair Oaks.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	200,000	—
Gross Appropriations	200,000	—
Intrafund Transfers	—	—
Net County Cost	—	—
Positions	—	—

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 percent through FY 2022-23 as well as annual lump sum contributions. This initiative will result in significant ongoing savings beginning in FY 2024-25.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	10,000,000	—
Intrafund Transfers	—	—
Net County Cost	10,000,000	—
Positions	—	—

5. FY 2021-23 Elections Expenses: This action adds expenses for the FY 2021-22 Gubernatorial Recall and Primary elections as well as the FY 2022-23 Gubernatorial General election.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	9,200,000	3,323,871
Intrafund Transfers	—	—
Net County Cost	9,200,000	3,323,871
Positions	—	—

6. Information Technology Projects: This action appropriates funds for existing and new countywide Information Technology initiatives such as the county website upgrade, the move of Radio Services to the Grant Yard site, the countywide IT asset management project, continued funding for SMC Labs, the implementation of a GIS local government information model, and the active directory design project.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	4,560,516	—
Intrafund Transfers	—	—
Net County Cost	4,560,516	—
Positions	—	—

7. Emergency Operations Center Contingency: This action appropriates funding to create a contingency fund for any unexpected expenses directly related to the operation of the Emergency Operations Center.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	2,000,000	—
Intrafund Transfers	—	—
Net County Cost	2,000,000	—
Positions	—	—

8. Capital Improvement Projects: This action appropriates funding for various Capital Improvement Projects, such as planning for the replacement of the Pescadero Fire Station, construction of the replacement facility at Cordilleras, construction of County Office Building 3, construction of a new homeless shelter, and the completion of the new County Parking Structure in Redwood City.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	—	—
Gross Appropriations	17,836,395	50,000,000
Intrafund Transfers	—	—
Net County Cost	17,836,395	50,000,000
Positions	—	—

9. Treasurer Adjustment for Tax System Maintenance Agreement: This action appropriates funding to the Treasurer's Office for the tax system's annual maintenance cost, which supports billing, collection, and apportionment of secured, unsecured, unitary, and local business taxes as well as to provide electronic payment processing services for in-person and online e-payment transactions.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	–	792,626
Intrafund Transfers	–	–
Net County Cost	–	792,626
Positions	–	–

10. Assessor Property Tax System Upgrade: This action appropriates funding for FY 2021-22 and FY 2022-23 expenditures associated with the Assessor Property Assessment System (APAS). The APAS project is a business driven effort to replace the legacy system, modernize the county's property assessment tools, improve office workflows, and streamline internal/ external interfaces to ACRE systems in order to meet the needs of constituents and stakeholders to maintain the statutory and constitutional obligations of San Mateo County.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	–	–
Gross Appropriations	3,633,469	(3,633,469)
Intrafund Transfers	–	–
Net County Cost	3,633,469	(3,633,469)
Positions	–	–

11. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance and the use of Reserves for one-time projects.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	(111,792,940)	(162,260,146)
Gross Appropriations	—	—
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(25,114,668)	—
Net County Cost	86,678,272	162,260,146
Positions	—	—

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(194,293,225)	(163,706,947)
Gross Appropriations	(185,299,652)	(164,976,452)
Intrafund Transfers	—	—
Contingencies/Dept Reserves	(25,114,668)	—
Net County Cost	(16,121,095)	(1,269,505)
Positions	—	—

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Debt Service Fund (8900B)

Program Locator

County > Administration and Fiscal Services > **Debt Service Fund**

Program Outcome Statement

The Debt Service Fund was established in FY 1995-96 to centrally budget all County debt service payments. Amounts are transferred into this fund from various funding sources before payments are made. In June 1997, the County adopted a Debt Limit policy that caps annual debt service payments at four percent of the County budget average for the last five years. The payment of debt service obligation is a mandatory function.

Program Results

In September 2008, following the demise of the Auction Rate Security market, in large part due to the collapse of the bond insurance industry, the County obtained its own credit rating from Moody's and Standard and 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 and Poor's.

In June 2021, the County will be issuing Lease Revenue Bonds for the purpose of providing funds, together with other available moneys, to finance the acquisition and equipping several capital projects, including the Cordilleras project, to refund certain bonds issued by the Joint Power's Financing Authority, pay capitalized interest on the 2021 Bonds, and pay costs of issuance of the 2021 Bonds. Additional Bonds will be issued to refund all or a portion of the Authority's Lease Revenue Bonds (Refunding and Capital Projects) 2013 Series A that are currently outstanding and to pay the cost issuance of the 2021A Bonds.

Debt service obligations total $39,251,987 and $40,591,999 for FY 2021-22 and FY 2022-23 respectively.

Debt Service Fund (8900B)
Debt Service Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	430,518	376,043	–	–	–	–	–
Other Financing Sources	52,429,162	48,088,485	47,028,898	39,627,688	(7,401,210)	40,962,164	1,334,476
Total Revenue	**52,859,680**	**48,464,529**	**47,028,898**	**39,627,688**	**(7,401,210)**	**40,962,164**	**1,334,476**
Fund Balance	21,687,080	22,768,512	24,097,460	24,083,748	(13,712)	21,453,060	(2,630,688)
Total Sources	**74,546,760**	**71,233,041**	**71,126,358**	**63,711,436**	**(7,414,922)**	**62,415,224**	**(1,296,212)**
Services and Supplies	–	–	–	–	–	–	–
Other Charges	51,778,248	47,135,580	46,657,874	39,257,993	(7,399,881)	40,598,009	1,340,016
Other Financing Uses	–	–	2,810,002	3,000,383	190,381	–	(3,000,383)
Gross Appropriations	**51,778,248**	**47,135,580**	**49,467,876**	**42,258,376**	**(7,209,500)**	**40,598,009**	**(1,660,367)**
Intrafund Transfers							
Net Appropriations	**51,778,248**	**47,135,580**	**49,467,876**	**42,258,376**	**(7,209,500)**	**40,598,009**	**(1,660,367)**
Non-General Fund Reserves	22,768,512	24,097,460	21,658,482	21,453,060	(205,422)	21,817,215	364,155
Total Requirements	**74,546,760**	**71,233,041**	**71,126,358**	**63,711,436**	**(7,414,922)**	**62,415,224**	**(1,296,212)**
Net County Cost	**–**	**–**	**–**	**–**	**–**	**–**	**–**

FY 2021-22 and FY 2022-23 Program Funding Adjustments

The following are significant changes from the FY 2020-21 Revised to the FY 2021-22 and FY 2022-23 Recommended Budget. Requirements is the sum of gross appropriations, intrafund transfers, and contingencies/reserves.

Debt Service Fund (8900B)
Resource Allocation Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources	74,546,760	71,233,041	71,126,358	63,711,436	(7,414,922)	62,415,224	(1,296,212)
Total Requirements	74,546,760	71,233,041	71,126,358	63,711,436	(7,414,922)	62,415,224	(1,296,212)
Net County Cost	–	–	–	–	–	–	–

1. Adjustments to Provide Current Level Services: Budget adjustments are made to reflect debt service payment schedules and offsetting contributions, and the elimination of one-time Capital Project contribution expenditures. As a one-time funding source, Fund Balance is removed from the Current Level Budget. There are no net funding adjustments.

	Total CLB FY 2021-22	Total CLB FY 2022-23
Sources	(31,498,670)	(22,749,272)
Gross Appropriations	(10,209,883)	(1,660,367)
Intrafund Transfers	–	–
Non-General Fund Reserves	(21,288,787)	(21,088,905)
Net County Cost	–	–
Positions	–	–

2. Fund Balance Adjustment: This action re-appropriates Fund Balance from the prior year and includes adjustments to Year-End Fund Balance. Fund Balance is added and appropriated to Reserves in FY 2021-22 and FY 2022-23, and also to the financing of Capital Projects in FY 2021-22.

	RLB Adjustments FY 2021-22	RLB Adjustments FY 2022-23
Sources	24,083,748	21,453,060
Gross Appropriations	3,000,383	–
Intrafund Transfers	–	–
Non-General Fund Reserves	21,083,365	21,453,060
Net County Cost	–	–
Positions	–	–

FY 2021-22 & FY 2022-23 Total Funding Adjustments

	Total Funding Adjustments FY 2021-22	Total Funding Adjustments FY 2022-23
Sources	(7,414,922)	(1,296,212)
Gross Appropriations	(7,209,500)	(1,660,367)
Intrafund Transfers	—	—
Non-General Fund Reserves	(205,422)	364,155
Net County Cost	—	—
Positions	—	—

FY 2021-22 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
County Office Building 3/SMMC Admin Bldg	1,175,000	3,915,575	5,090,575	General Fund/San Mateo Medical Center
Courts Relocation Project	317,752	118,402	436,153	Courthouse Construction Fund
Crime Lab	280,000	249,302	529,302	General Fund/Fees/Reserves
Health Center	5,612,946	2,223,371	7,836,317	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	222,405	82,874	305,279	HSA (claimable)/Housing/General Fund
Mutual Aid ESC JPA/Admin Microwave	120,000	106,286	226,286	General Fund/User Departments/Cities
County Office Building 2	891,897	773,766	1,665,663	Occupants of County Office Building 2
North County Clinic	208,658	866,343	1,075,000	FQHC Reimbursement/Tobacco Settlement
Skylonda Fire Station	180,000	135,588	315,588	General Fund
Youth Services Center	3,850,000	3,898,175	7,748,175	Occupants of Youth Services Center
Maple Street Correctional Ctr.	9,450,000	4,573,650	14,023,650	General Fund
TOTAL DEBT SERVICE	**22,308,658**	**16,943,330**	**39,251,987**	

Calculation of Annual Debt Service Limit

Fiscal Year	Budget
Adopted FY 2017-18	2,817,547,254
Adopted FY 2018-19	3,039,686,709
Adopted FY 2019-20	3,274,474,396
Adopted FY 2020-21	3,674,156,376
Recommended FY 2021-22	3,345,424,565
Five Year Average	3,230,257,860
Debt Limit 4.0%	129,210,314
FY 2021-22 Debt Service Subject to the Debt Limit	39,251,987
Under Limit by this Amount	89,958,327
% Under Debt Limit	**69.62%**

FY 2022-23 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
County Office Building 3/SMMC Admin Bldg	1,230,000	5,873,387	7,103,387	General Fund/San Mateo Medical Center
Courts Relocation Project	334,891	102,086	436,977	Courthouse Construction Fund
Crime Lab	300,000	234,841	534,841	General Fund/Fees
Health Center	5,915,702	1,935,155	7,850,857	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	234,402	71,453	305,855	HSA (claimable)/Housing/General Fund
Mutual Aid ESC JPA/Admin Microwave	125,000	100,121	225,121	General Fund/User Departments/Cities
County Office Building 2	940,005	727,969	1,667,974	Occupants of County Office Building 2
North County Clinic	204,000	911,000	1,115,000	FQHC Reimbursement/Tobacco Settlement
Skylonda Fire Station	185,000	126,463	311,463	General Fund
Youth Services Center	4,020,000	3,720,675	7,740,675	Occupants of Youth Services Center
Maple Street Correctional Ctr.	9,185,000	4,114,850	13,299,850	General Fund
TOTAL DEBT SERVICE	**22,674,000**	**17,917,999**	**40,591,999**	

Calculation of Annual Debt Service Limit

Fiscal Year	Budget
Adopted FY 2018-19	3,039,686,709
Adopted FY 2019-20	3,274,474,396
Adopted FY 2020-21	3,674,156,376
Recommended FY 2021-22	3,345,424,565
Recommended FY 2022-23	2,976,174,423
Five Year Average	3,261,983,294
Debt Limit 4.0%	130,479,332
FY 2021-22 Debt Service Subject to the Debt Limit	40,591,999
Under Limit by this Amount	89,887,332
% Under Debt Limit	**68.89%**







BUDGET UNIT AND PROGRAM SUMMARIES

FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET





Sheriff's Office (3000B)

Sheriff's Office (3000B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	2,670,623	2,680,553	2,802,154	2,706,173	(95,981)	2,719,134	12,961
Licenses, Permits and Franchises	4,390	7,080	5,000	5,000	--	5,000	--
Fines, Forfeitures and Penalties	540,495	489,430	440,000	490,000	50,000	490,000	--
Intergovernmental Revenues	85,514,881	75,419,278	89,055,850	88,266,422	(789,428)	87,216,719	(1,049,703)
Charges for Services	12,347,660	27,253,552	31,135,800	33,213,854	2,078,054	33,185,348	(28,506)
Interfund Revenue	2,876,770	3,019,233	6,111,444	6,995,314	883,870	7,025,391	30,077
Miscellaneous Revenue	6,866,547	2,605,791	1,408,767	1,079,500	(329,267)	1,079,500	--
Other Financing Sources	21,150	218,395	21,150	82,472	61,322	84,467	1,995
Total Revenue	**110,842,516**	**111,693,312**	**130,980,165**	**132,838,735**	**1,858,570**	**131,805,559**	**(1,033,176)**
Fund Balance	23,398,243	15,297,677	18,334,447	15,143,980	(3,190,467)	13,005,199	(2,138,781)
Total Sources	**134,240,759**	**126,990,989**	**149,314,612**	**147,982,715**	**(1,331,897)**	**144,810,758**	**(3,171,957)**
Salaries and Benefits	187,964,302	188,962,232	207,962,120	206,397,838	(1,564,282)	207,630,206	1,232,368
Services and Supplies	20,412,402	24,930,515	28,423,211	29,188,871	765,660	28,497,243	(691,628)
Other Charges	22,056,439	22,580,394	21,888,354	21,895,624	7,270	22,363,995	468,371
Reclassification of Expenses	--	--	(350,000)	(350,000)	--	(350,000)	--
Fixed Assets	8,760,858	1,693,057	3,329,011	3,020,686	(308,325)	2,619,335	(401,351)
Other Financing Uses	25,339,172	22,657,096	18,944,156	15,614,110	(3,330,046)	14,902,270	(711,840)
Gross Appropriations	**264,533,173**	**260,823,294**	**280,196,852**	**275,767,129**	**(4,429,723)**	**275,663,049**	**(104,080)**
Intrafund Transfers	(4,133,593)	(7,266,210)	(2,606,533)	(2,708,685)	(102,152)	(2,723,265)	(14,580)
Net Appropriations	**260,399,580**	**253,557,084**	**277,590,319**	**273,058,444**	**(4,531,875)**	**272,939,784**	**(118,660)**
Contingencies/Dept Reserves	17,540,556	13,289,756	12,046,359	13,005,199	958,840	10,866,418	(2,138,781)
Total Requirements	**277,940,136**	**266,846,840**	**289,636,678**	**286,063,643**	**(3,573,035)**	**283,806,202**	**(2,257,441)**
Net County Cost	**143,699,377**	**139,855,851**	**140,322,066**	**138,080,928**	**(2,241,138)**	**138,995,444**	**914,516**
Salary Resolution	820.0	816.0	822.0	811.0	(11.0)	811.0	--
Funded FTE	820.0	812.5	818.5	807.4	(11.1)	807.4	--

Administrative Services (3011P)

Administrative Services (3011P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	2,000,000	2,805,601	2,879,400	2,879,400	--	2,879,400	--
Charges for Services	133,635	117,387	180,000	178,000	(2,000)	178,000	--
Interfund Revenue	38,037	51,140	1,212,387	1,258,252	45,865	1,258,252	--
Miscellaneous Revenue	4,900,747	249,980	767,000	762,000	(5,000)	762,000	--
Total Revenue	**7,072,418**	**3,224,107**	**5,038,787**	**5,077,652**	**38,865**	**5,077,652**	**--**
Fund Balance	23,398,243	15,297,677	18,334,447	15,143,980	(3,190,467)	13,005,199	(2,138,781)
Total Sources	**30,470,661**	**18,521,784**	**23,373,234**	**20,221,632**	**(3,151,602)**	**18,082,851**	**(2,138,781)**
Salaries and Benefits	6,354,817	7,144,075	7,704,105	7,799,589	95,484	7,866,868	67,279
Services and Supplies	1,645,433	2,955,362	3,064,752	3,204,112	139,360	3,204,237	125
Other Charges	3,196,612	1,517,055	984,937	489,770	(495,167)	508,672	18,902
Reclassification of Expenses	--	--	(858,779)	(984,234)	(125,455)	(987,936)	(3,702)
Fixed Assets	8,148,629	215,627	--	--	--	--	--
Other Financing Uses	23,393	20,257	20,708	18,665	(2,043)	18,973	308
Gross Appropriations	**19,368,885**	**11,852,376**	**10,915,723**	**10,527,902**	**(387,821)**	**10,610,814**	**82,912**
Intrafund Transfers	(816,415)	(1,085,001)	--	--	--	--	--
Net Appropriations	**18,552,470**	**10,767,375**	**10,915,723**	**10,527,902**	**(387,821)**	**10,610,814**	**82,912**
Contingencies/Dept Reserves	17,540,556	13,289,756	12,046,359	13,005,199	958,840	10,866,418	(2,138,781)
Total Requirements	**36,093,026**	**24,057,131**	**22,962,082**	**23,533,101**	**571,019**	**21,477,232**	**(2,055,869)**
Net County Cost	**5,622,365**	**5,535,347**	**(411,152)**	**3,311,469**	**3,722,621**	**3,394,381**	**82,912**
Salary Resolution	34.0	34.0	34.0	34.0	--	34.0	--
Funded FTE	34.0	34.0	34.0	34.0	--	34.0	--

Support Services Division (3013P)

Support Services Division (3013P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Licenses, Permits and Franchises	4,390	7,080	5,000	5,000	--	5,000	--
Fines, Forfeitures and Penalties	38,332	37,234	40,000	40,000	--	40,000	--
Intergovernmental Revenues	1,465,626	1,640,942	2,140,400	2,078,437	(61,963)	2,083,884	5,447
Charges for Services	357,051	529,660	212,366	358,100	145,734	358,100	--
Interfund Revenue	617,640	664,150	1,870,480	2,189,447	318,967	2,196,145	6,698
Miscellaneous Revenue	71,956	44,058	47,500	47,500	--	47,500	--
Other Financing Sources	21,150	14,100	21,150	21,150	--	21,150	--
Total Revenue	**2,576,146**	**2,937,224**	**4,336,896**	**4,739,634**	**402,738**	**4,751,779**	**12,145**
Total Sources	**2,576,146**	**2,937,224**	**4,336,896**	**4,739,634**	**402,738**	**4,751,779**	**12,145**
Salaries and Benefits	13,114,567	11,524,151	13,603,395	13,234,019	(369,376)	13,324,088	90,069
Services and Supplies	1,180,283	1,268,618	1,533,581	1,620,916	87,335	1,621,366	450
Other Charges	524,265	744,897	823,704	877,513	53,809	890,331	12,818
Reclassification of Expenses	--	--	33,209	33,597	388	33,875	278
Fixed Assets	12,528	--	--	--	--	--	--
Other Financing Uses	28,570	25,640	26,573	24,459	(2,114)	24,819	360
Gross Appropriations	**14,860,213**	**13,563,307**	**16,020,462**	**15,790,504**	**(229,958)**	**15,894,479**	**103,975**
Intrafund Transfers	(716,039)	(727,179)	(28,000)	(4,700)	23,300	(4,700)	--
Net Appropriations	**14,144,174**	**12,836,128**	**15,992,462**	**15,785,804**	**(206,658)**	**15,889,779**	**103,975**
Total Requirements	**14,144,174**	**12,836,128**	**15,992,462**	**15,785,804**	**(206,658)**	**15,889,779**	**103,975**
Net County Cost	**11,568,028**	**9,898,904**	**11,655,566**	**11,046,170**	**(609,396)**	**11,138,000**	**91,830**
Salary Resolution	50.0	54.0	57.0	56.0	(1.0)	56.0	--
Funded FTE	50.0	54.0	57.0	56.0	(1.0)	56.0	--

Forensic Laboratory Division (3017P)

Forensic Laboratory Division (3017P)
General FundGeneral Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	1,741,387	1,696,061	2,065,038	2,502,198	437,160	2,211,299	(290,899)
Charges for Services	1,504,131	1,763,304	1,512,423	1,512,423	--	1,512,423	--
Interfund Revenue	1,032,702	910,958	1,128,245	1,183,836	55,591	1,183,982	146
Miscellaneous Revenue	50,939	278	--	--	--	--	--
Total Revenue	**4,329,160**	**4,370,600**	**4,705,706**	**5,198,457**	**492,751**	**4,907,704**	**(290,753)**
Total Sources	**4,329,160**	**4,370,600**	**4,705,706**	**5,198,457**	**492,751**	**4,907,704**	**(290,753)**
Salaries and Benefits	5,257,244	5,067,534	5,849,250	5,695,567	(153,683)	5,703,714	8,147
Services and Supplies	1,051,407	960,448	1,265,195	1,730,924	465,729	1,493,903	(237,021)
Other Charges	564,996	861,715	855,016	843,302	(11,714)	864,154	20,852
Fixed Assets	81,233	301,579	229,892	134,338	(95,554)	134,338	--
Other Financing Uses	949,632	972,825	968,735	964,195	(4,540)	965,257	1,062
Gross Appropriations	**7,904,512**	**8,164,102**	**9,168,088**	**9,368,326**	**200,238**	**9,161,366**	**(206,960)**
Intrafund Transfers	(92,563)	(301,579)	(201,857)	(134,338)	67,519	(134,338)	--
Net Appropriations	**7,811,949**	**7,862,523**	**8,966,231**	**9,233,988**	**267,757**	**9,027,028**	**(206,960)**
Total Requirements	**7,811,949**	**7,862,523**	**8,966,231**	**9,233,988**	**267,757**	**9,027,028**	**(206,960)**
Net County Cost	**3,482,789**	**3,491,922**	**4,260,525**	**4,035,531**	**(224,994)**	**4,119,324**	**83,793**
Salary Resolution	29.0	29.0	29.0	28.0	(1.0)	28.0	--
Funded FTE	29.0	29.0	29.0	28.0	(1.0)	28.0	--

Patrol Division (3051P)

Patrol Division (3051P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	823,642	786,352	824,173	826,262	2,089	839,223	12,961
Fines, Forfeitures and Penalties	502,163	452,196	400,000	450,000	50,000	450,000	--
Intergovernmental Revenues	23,694,234	10,002,115	9,749,657	9,994,894	245,237	9,994,894	--
Charges for Services	9,127,062	23,652,109	27,199,566	28,987,045	1,787,479	28,987,045	--
Interfund Revenue	896,597	918,806	1,064,087	1,630,632	566,545	1,652,688	22,056
Miscellaneous Revenue	355,046	648,979	524,267	200,000	(324,267)	200,000	--
Other Financing Sources	--	204,295	--	61,322	61,322	63,317	1,995
Total Revenue	**35,398,744**	**36,664,853**	**39,761,750**	**42,150,155**	**2,388,405**	**42,187,167**	**37,012**
Total Sources	**35,398,744**	**36,664,853**	**39,761,750**	**42,150,155**	**2,388,405**	**42,187,167**	**37,012**
Salaries and Benefits	45,046,798	45,050,610	48,282,419	50,281,772	1,999,353	50,301,749	19,977
Services and Supplies	1,656,187	3,843,898	1,525,320	2,260,105	734,785	2,263,504	3,399
Other Charges	5,568,955	5,622,551	7,103,316	6,684,697	(418,619)	6,852,394	167,697
Reclassification of Expenses	--	--	64,966	452,069	387,103	447,712	(4,357)
Fixed Assets	95,265	--	480,000	480,000	--	480,000	--
Other Financing Uses	257,433	556,915	30,312	27,277	(3,035)	27,664	387
Gross Appropriations	**52,624,637**	**55,073,973**	**57,486,333**	**60,185,920**	**2,699,587**	**60,373,023**	**187,103**
Intrafund Transfers	(59,845)	(2,236,536)	(350,144)	(345,128)	5,016	(345,128)	--
Net Appropriations	**52,564,792**	**52,837,437**	**57,136,189**	**59,840,792**	**2,704,603**	**60,027,895**	**187,103**
Total Requirements	**52,564,792**	**52,837,437**	**57,136,189**	**59,840,792**	**2,704,603**	**60,027,895**	**187,103**
Net County Cost	**17,166,048**	**16,172,584**	**17,374,439**	**17,690,637**	**316,198**	**17,840,728**	**150,091**
Salary Resolution	165.0	163.0	166.0	166.0	--	166.0	--
Funded FTE	165.0	159.5	162.5	162.5	--	162.5	--

Investigations Bureau (3053P)

Investigations Bureau (3053P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,781,656	1,826,367	1,879,911	1,879,911	--	1,879,911	--
Intergovernmental Revenues	11,708,689	12,024,966	18,641,980	18,636,998	(4,982)	18,653,783	16,785
Charges for Services	1,202	(1,202)	1,200,902	2,028,426	827,524	1,992,281	(36,145)
Interfund Revenue	--	--	117,838	--	(117,838)	--	--
Miscellaneous Revenue	823,975	857,094	70,000	70,000	--	70,000	--
Total Revenue	**14,315,522**	**14,707,225**	**21,910,631**	**22,615,335**	**704,704**	**22,595,975**	**(19,360)**
Total Sources	**14,315,522**	**14,707,225**	**21,910,631**	**22,615,335**	**704,704**	**22,595,975**	**(19,360)**
Salaries and Benefits	18,292,657	18,873,170	21,427,513	21,611,916	184,403	21,661,167	49,251
Services and Supplies	4,183,184	4,638,544	7,605,914	7,772,614	166,700	7,758,639	(13,975)
Other Charges	981,869	1,095,811	1,361,384	2,085,532	724,148	2,133,276	47,744
Reclassification of Expenses	--	--	(31,366)	(312,688)	(281,322)	(312,688)	--
Fixed Assets	56,973	27,057	900,000	1,065,000	165,000	1,030,000	(35,000)
Other Financing Uses	15,854	13,728	14,033	12,648	(1,385)	12,858	210
Gross Appropriations	**23,530,537**	**24,648,311**	**31,277,478**	**32,235,022**	**957,544**	**32,283,252**	**48,230**
Intrafund Transfers	(282,935)	(493,452)	--	--	--	--	--
Net Appropriations	**23,247,602**	**24,154,859**	**31,277,478**	**32,235,022**	**957,544**	**32,283,252**	**48,230**
Total Requirements	**23,247,602**	**24,154,859**	**31,277,478**	**32,235,022**	**957,544**	**32,283,252**	**48,230**
Net County Cost	**8,932,079**	**9,447,634**	**9,366,847**	**9,619,687**	**252,840**	**9,687,277**	**67,590**
Salary Resolution	90.0	90.0	90.0	90.0	--	90.0	--
Funded FTE	90.0	90.0	90.0	89.9	(0.1)	89.9	--

Homeland Security Division (3055P)

Homeland Security Division (3055P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	65,325	67,834	98,070	--	(98,070)	--	--
Intergovernmental Revenues	3,000,950	4,483,746	6,426,845	4,466,440	(1,960,405)	3,619,676	(846,764)
Charges for Services	152,331	138,945	290,393	99,710	(190,683)	107,349	7,639
Interfund Revenue	250,027	78,214	--	--	--	--	--
Miscellaneous Revenue	40,542	4,378	--	--	--	--	--
Total Revenue	**3,509,175**	**4,773,117**	**6,815,308**	**4,566,150**	**(2,249,158)**	**3,727,025**	**(839,125)**
Total Sources	**3,509,175**	**4,773,117**	**6,815,308**	**4,566,150**	**(2,249,158)**	**3,727,025**	**(839,125)**
Salaries and Benefits	3,787,062	3,859,241	4,017,074	2,553,795	(1,463,279)	2,536,460	(17,335)
Services and Supplies	1,630,504	2,008,769	3,429,521	2,379,336	(1,050,185)	1,926,769	(452,567)
Other Charges	1,070,609	1,390,668	1,468,994	612,092	(856,902)	618,635	6,543
Reclassification of Expenses	--	--	170,760	--	(170,760)	--	--
Fixed Assets	366,230	717,091	1,719,119	1,341,348	(377,771)	974,997	(366,351)
Other Financing Uses	53,924	64,747	27,065	10,506	(16,559)	10,704	198
Gross Appropriations	**6,908,329**	**8,040,516**	**10,832,533**	**6,897,077**	**(3,935,456)**	**6,067,565**	**(829,512)**
Intrafund Transfers	(185,484)	(244,499)	(316,800)	(335,094)	(18,294)	(341,695)	(6,601)
Net Appropriations	**6,722,845**	**7,796,017**	**10,515,733**	**6,561,983**	**(3,953,750)**	**5,725,870**	**(836,113)**
Total Requirements	**6,722,845**	**7,796,017**	**10,515,733**	**6,561,983**	**(3,953,750)**	**5,725,870**	**(836,113)**
Net County Cost	**3,213,670**	**3,022,900**	**3,700,425**	**1,995,833**	**(1,704,592)**	**1,998,845**	**3,012**
Salary Resolution	16.0	15.0	7.0	6.0	(1.0)	6.0	--
Funded FTE	16.0	15.0	7.0	6.0	(1.0)	6.0	--

Corrections Division (3101P)

Corrections Division (3101P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	29,839,586	30,014,109	31,020,763	31,576,288	555,525	31,642,016	65,728
Charges for Services	1,015,031	1,015,601	500,150	10,150	(490,000)	10,150	--
Interfund Revenue	41,767	395,966	678,407	693,147	14,740	694,324	1,177
Miscellaneous Revenue	547,688	651,799	--	--	--	--	--
Total Revenue	**31,444,072**	**32,077,475**	**32,199,320**	**32,279,585**	**80,265**	**32,346,490**	**66,905**
Total Sources	**31,444,072**	**32,077,475**	**32,199,320**	**32,279,585**	**80,265**	**32,346,490**	**66,905**
Salaries and Benefits	78,808,408	79,735,626	85,710,093	84,416,733	(1,293,360)	85,384,768	968,035
Services and Supplies	7,951,959	8,261,884	8,368,870	8,587,784	218,914	8,594,095	6,311
Other Charges	9,506,611	10,658,792	8,569,971	9,488,676	918,705	9,667,598	178,922
Reclassification of Expenses	--	--	271,210	461,256	190,046	469,037	7,781
Fixed Assets	--	431,703	--	--	--	--	--
Other Financing Uses	23,988,692	20,982,623	17,836,411	14,537,077	(3,299,334)	13,822,490	(714,587)
Gross Appropriations	**120,255,671**	**120,070,628**	**120,756,555**	**117,491,526**	**(3,265,029)**	**117,937,988**	**446,462**
Intrafund Transfers	(1,980,311)	(2,177,964)	(1,709,732)	(1,889,425)	(179,693)	(1,897,404)	(7,979)
Net Appropriations	**118,275,359**	**117,892,664**	**119,046,823**	**115,602,101**	**(3,444,722)**	**116,040,584**	**438,483**
Total Requirements	**118,275,359**	**117,892,664**	**119,046,823**	**115,602,101**	**(3,444,722)**	**116,040,584**	**438,483**
Net County Cost	**86,831,287**	**85,815,190**	**86,847,503**	**83,322,516**	**(3,524,987)**	**83,694,094**	**371,578**
Salary Resolution	369.0	364.0	372.0	365.0	(7.0)	365.0	--
Funded FTE	369.0	364.0	372.0	365.0	(7.0)	365.0	--

Court Security and Transportation Bureau (3158P)

Court Security and Transportation Bureau (3158P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	12,064,409	12,751,738	16,131,767	16,131,767	--	16,131,767	--
Charges for Services	57,217	37,747	40,000	40,000	--	40,000	--
Interfund Revenue	--	--	40,000	40,000	--	40,000	--
Miscellaneous Revenue	75,653	149,226	--	--	--	--	--
Total Revenue	**12,197,279**	**12,938,711**	**16,211,767**	**16,211,767**	**--**	**16,211,767**	**--**
Total Sources	**12,197,279**	**12,938,711**	**16,211,767**	**16,211,767**	**--**	**16,211,767**	**--**
Salaries and Benefits	17,302,749	17,707,825	21,368,271	20,804,447	(563,824)	20,851,392	46,945
Services and Supplies	1,113,443	992,990	1,630,058	1,633,080	3,022	1,634,730	1,650
Other Charges	642,522	688,905	721,032	814,042	93,010	828,935	14,893
Other Financing Uses	21,674	20,362	20,319	19,283	(1,036)	19,505	222
Gross Appropriations	**19,080,388**	**19,410,081**	**23,739,680**	**23,270,852**	**(468,828)**	**23,334,562**	**63,710**
Intrafund Transfers							
Net Appropriations	**19,080,388**	**19,410,081**	**23,739,680**	**23,270,852**	**(468,828)**	**23,334,562**	**63,710**
Total Requirements	**19,080,388**	**19,410,081**	**23,739,680**	**23,270,852**	**(468,828)**	**23,334,562**	**63,710**
Net County Cost	**6,883,109**	**6,471,370**	**7,527,913**	**7,059,085**	**(468,828)**	**7,122,795**	**63,710**
Salary Resolution	67.0	67.0	67.0	66.0	(1.0)	66.0	--
Funded FTE	67.0	67.0	67.0	66.0	(1.0)	66.0	--

Probation Department (3200B)

Probation Department (3200B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	10,000	--	(10,000)	--	--
Fines, Forfeitures and Penalties	16,386	11,365	12,066	12,066	--	12,066	--
Intergovernmental Revenues	33,265,672	32,705,863	36,355,872	37,585,872	1,230,000	37,585,872	--
Charges for Services	1,574,083	1,347,377	1,069,003	--	(1,069,003)	--	--
Interfund Revenue	2,755	2,845	--	--	--	--	--
Miscellaneous Revenue	529,858	528,282	108,494	188,494	80,000	188,494	--
Total Revenue	**35,388,753**	**34,595,731**	**37,555,435**	**37,786,432**	**230,997**	**37,786,432**	**--**
Fund Balance	7,816,797	11,519,313	18,493,825	24,413,135	5,919,310	23,913,135	(500,000)
Total Sources	**43,205,550**	**46,115,044**	**56,049,260**	**62,199,567**	**6,150,307**	**61,699,567**	**(500,000)**
Salaries and Benefits	60,908,665	58,174,564	70,206,168	73,380,567	3,174,399	73,842,691	462,124
Services and Supplies	5,129,635	4,215,566	6,340,107	6,472,509	132,402	6,348,764	(123,745)
Other Charges	8,324,495	9,762,449	10,550,040	10,551,136	1,096	11,085,667	534,531
Fixed Assets	(2,729)	45,185	--	500,000	500,000	1,500,000	1,000,000
Other Financing Uses	6,316,573	6,529,556	6,433,464	6,450,626	17,162	6,452,131	1,505
Gross Appropriations	**80,676,641**	**78,727,320**	**93,529,779**	**97,354,838**	**3,825,059**	**99,229,253**	**1,874,415**
Intrafund Transfers	(202,459)	(172,830)	(132,948)	(132,948)	--	(132,948)	--
Net Appropriations	**80,474,182**	**78,554,490**	**93,396,831**	**97,221,890**	**3,825,059**	**99,096,305**	**1,874,415**
Contingencies/Dept Reserves	6,374,512	11,519,313	18,493,825	23,913,135	5,419,310	22,413,135	(1,500,000)
Total Requirements	**86,848,694**	**90,073,803**	**111,890,656**	**121,135,025**	**9,244,369**	**121,509,440**	**374,415**
Net County Cost	**43,643,144**	**43,958,758**	**55,841,396**	**58,935,458**	**3,094,062**	**59,809,873**	**874,415**
Salary Resolution	415.0	384.0	384.0	383.0	(1.0)	383.0	--
Funded FTE	414.2	381.4	379.6	379.2	(0.4)	379.2	--

Probation Department (3200B)

Probation Department (3200B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	10,000	--	(10,000)	--	--
Fines, Forfeitures and Penalties	16,386	11,365	12,066	12,066	--	12,066	--
Intergovernmental Revenues	33,265,672	32,705,863	36,355,872	37,585,872	1,230,000	37,585,872	--
Charges for Services	1,574,083	1,347,377	1,069,003	--	(1,069,003)	--	--
Interfund Revenue	2,755	2,845	--	--	--	--	--
Miscellaneous Revenue	529,858	528,282	108,494	188,494	80,000	188,494	--
Total Revenue	**35,388,753**	**34,595,731**	**37,555,435**	**37,786,432**	**230,997**	**37,786,432**	**--**
Fund Balance	7,816,797	11,519,313	18,493,825	24,413,135	5,919,310	23,913,135	(500,000)
Total Sources	**43,205,550**	**46,115,044**	**56,049,260**	**62,199,567**	**6,150,307**	**61,699,567**	**(500,000)**
Salaries and Benefits	60,908,665	58,174,564	70,206,168	73,380,567	3,174,399	73,842,691	462,124
Services and Supplies	5,129,635	4,215,566	6,340,107	6,472,509	132,402	6,348,764	(123,745)
Other Charges	8,324,495	9,762,449	10,550,040	10,551,136	1,096	11,085,667	534,531
Fixed Assets	(2,729)	45,185	--	500,000	500,000	1,500,000	1,000,000
Other Financing Uses	6,316,573	6,529,556	6,433,464	6,450,626	17,162	6,452,131	1,505
Gross Appropriations	**80,676,641**	**78,727,320**	**93,529,779**	**97,354,838**	**3,825,059**	**99,229,253**	**1,874,415**
Intrafund Transfers	(202,459)	(172,830)	(132,948)	(132,948)	--	(132,948)	--
Net Appropriations	**80,474,182**	**78,554,490**	**93,396,831**	**97,221,890**	**3,825,059**	**99,096,305**	**1,874,415**
Contingencies/Dept Reserves	6,374,512	11,519,313	18,493,825	23,913,135	5,419,310	22,413,135	(1,500,000)
Total Requirements	**86,848,694**	**90,073,803**	**111,890,656**	**121,135,025**	**9,244,369**	**121,509,440**	**374,415**
Net County Cost	**43,643,144**	**43,958,758**	**55,841,396**	**58,935,458**	**3,094,062**	**59,809,873**	**874,415**
Salary Resolution	415.0	384.0	384.0	383.0	(1.0)	383.0	--
Funded FTE	414.2	381.4	379.6	379.2	(0.4)	379.2	--

Administrative Services (3211P)

Administrative Services (3211P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	10,000	--	(10,000)	--	--
Intergovernmental Revenues	482,442	1,830,483	1,747,753	1,747,753	--	1,747,753	--
Charges for Services	30	67	150	--	(150)	--	--
Interfund Revenue	2,755	2,845	--	--	--	--	--
Miscellaneous Revenue	18,084	44,282	--	--	--	--	--
Total Revenue	**503,311**	**1,877,677**	**1,757,903**	**1,747,753**	**(10,150)**	**1,747,753**	**—**
Fund Balance	5,397,511	6,647,565	7,761,688	13,680,998	5,919,310	13,180,998	(500,000)
Total Sources	**5,900,822**	**8,525,242**	**9,519,591**	**15,428,751**	**5,909,160**	**14,928,751**	**(500,000)**
Salaries and Benefits	6,218,567	6,353,605	7,280,877	8,476,641	1,195,764	8,562,787	86,146
Services and Supplies	1,360,353	599,754	1,139,421	1,386,058	246,637	1,386,058	--
Other Charges	2,295,485	1,218,355	2,574,411	2,553,161	(21,250)	2,768,373	215,212
Fixed Assets	(2,729)	45,185	--	500,000	500,000	1,500,000	1,000,000
Other Financing Uses	--	--	--	--	--	--	--
Gross Appropriations	**9,871,676**	**8,216,899**	**10,994,709**	**12,915,860**	**1,921,151**	**14,217,218**	**1,301,358**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**9,871,676**	**8,216,899**	**10,994,709**	**12,915,860**	**1,921,151**	**14,217,218**	**1,301,358**
Contingencies/Dept Reserves	4,623,398	6,647,565	7,761,688	13,180,998	5,419,310	11,680,998	(1,500,000)
Total Requirements	**14,495,074**	**14,864,464**	**18,756,397**	**26,096,858**	**7,340,461**	**25,898,216**	**(198,642)**
Net County Cost	**8,594,253**	**6,339,223**	**9,236,806**	**10,668,107**	**1,431,301**	**10,969,465**	**301,358**
Salary Resolution	33.0	37.0	38.0	38.0	--	38.0	--
Funded FTE	33.0	37.0	38.0	38.0	--	38.0	--

Adult and Pretrial Services (3227P)

Adult and Pretrial Services (3227P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Fines, Forfeitures and Penalties	4,583	2,942	3,556	3,556	--	3,556	--
Intergovernmental Revenues	10,156,808	12,283,181	15,070,353	16,300,353	1,230,000	16,300,353	--
Charges for Services	1,569,153	1,345,384	1,058,325	--	(1,058,325)	--	--
Miscellaneous Revenue	194,734	121,921	50,700	100,700	50,000	100,700	--
Total Revenue	**11,925,277**	**13,753,428**	**16,182,934**	**16,404,609**	**221,675**	**16,404,609**	**--**
Fund Balance	--	309,964	309,964	309,964	--	309,964	--
Total Sources	**11,925,277**	**14,063,392**	**16,492,898**	**16,714,573**	**221,675**	**16,714,573**	**--**
Salaries and Benefits	23,932,481	25,080,983	31,451,802	33,702,408	2,250,606	33,899,110	196,702
Services and Supplies	956,325	1,218,238	1,012,424	1,008,215	(4,209)	948,215	(60,000)
Other Charges	1,611,968	2,424,382	1,705,258	1,421,883	(283,375)	1,543,056	121,173
Fixed Assets	--	--	--	--	--	--	--
Other Financing Uses	63,244	62,506	75,095	74,718	(377)	75,990	1,272
Gross Appropriations	**26,564,018**	**28,786,109**	**34,244,579**	**36,207,224**	**1,962,645**	**36,466,371**	**259,147**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**26,564,018**	**28,786,109**	**34,244,579**	**36,207,224**	**1,962,645**	**36,466,371**	**259,147**
Contingencies/Dept Reserves	--	309,964	309,964	309,964	--	309,964	--
Total Requirements	**26,564,018**	**29,096,073**	**34,554,543**	**36,517,188**	**1,962,645**	**36,776,335**	**259,147**
Net County Cost	**14,638,741**	**15,032,681**	**18,061,645**	**19,802,615**	**1,740,970**	**20,061,762**	**259,147**
Salary Resolution	158.0	172.0	175.0	175.0	--	175.0	--
Funded FTE	158.0	171.5	173.3	173.9	0.6	173.9	--

Juvenile and Institutions Services (3253P)

Juvenile and Institutions Services (3253P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	--	--	--	--	--
Fines, Forfeitures and Penalties	11,803	8,422	8,510	8,510	--	8,510	--
Intergovernmental Revenues	22,626,423	18,592,199	19,537,766	19,537,766	--	19,537,766	--
Charges for Services	4,900	1,926	10,528	--	(10,528)	--	--
Miscellaneous Revenue	317,040	362,080	57,794	87,794	30,000	87,794	--
Total Revenue	**22,960,166**	**18,964,627**	**19,614,598**	**19,634,070**	**19,472**	**19,634,070**	**--**
Fund Balance	2,419,286	4,561,784	10,422,173	10,422,173	--	10,422,173	--
Total Sources	**25,379,452**	**23,526,411**	**30,036,771**	**30,056,243**	**19,472**	**30,056,243**	**--**
Salaries and Benefits	30,757,618	26,739,977	31,473,489	31,201,518	(271,971)	31,380,794	179,276
Services and Supplies	2,812,957	2,397,573	4,188,262	4,078,236	(110,026)	4,014,491	(63,745)
Other Charges	4,417,041	6,119,712	6,270,371	6,576,092	305,721	6,774,238	198,146
Other Financing Uses	6,253,330	6,467,049	6,358,369	6,375,908	17,539	6,376,141	233
Gross Appropriations	**44,240,946**	**41,724,312**	**48,290,491**	**48,231,754**	**(58,737)**	**48,545,664**	**313,910**
Intrafund Transfers	(202,459)	(172,830)	(132,948)	(132,948)	--	(132,948)	--
Net Appropriations	**44,038,488**	**41,551,481**	**48,157,543**	**48,098,806**	**(58,737)**	**48,412,716**	**313,910**
Contingencies/Dept Reserves	1,751,114	4,561,784	10,422,173	10,422,173	--	10,422,173	--
Total Requirements	**45,789,602**	**46,113,265**	**58,579,716**	**58,520,979**	**(58,737)**	**58,834,889**	**313,910**
Net County Cost	**20,410,150**	**22,586,855**	**28,542,945**	**28,464,736**	**(78,209)**	**28,778,646**	**313,910**
Salary Resolution	224.0	175.0	171.0	170.0	(1.0)	170.0	--
Funded FTE	223.2	172.9	168.3	167.3	(1.0)	167.3	--

District Attorney's Office (2510B)

District Attorney's Office (2510B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	950,371	966,985	935,408	964,338	28,930	964,338	--
Fines, Forfeitures and Penalties	10,000	9,829	713,149	624,592	(88,557)	624,592	--
Intergovernmental Revenues	13,880,748	14,480,342	14,837,635	14,716,308	(121,327)	14,716,308	--
Charges for Services	243,281	190,843	217,575	204,769	(12,806)	204,769	--
Interfund Revenue	166,881	225,515	--	--	--	--	--
Miscellaneous Revenue	144,244	66,097	34,000	34,000	--	34,000	--
Total Revenue	**15,395,525**	**15,939,611**	**16,737,767**	**16,544,007**	**(193,760)**	**16,544,007**	**--**
Fund Balance	6,052,960	6,514,274	7,208,916	8,190,102	981,186	7,052,596	(1,137,506)
Total Sources	**21,448,485**	**22,453,885**	**23,946,683**	**24,734,109**	**787,426**	**23,596,603**	**(1,137,506)**
Salaries and Benefits	28,961,289	31,008,197	34,888,125	34,905,568	17,443	35,480,237	574,669
Services and Supplies	1,219,359	1,328,422	2,793,621	2,264,012	(529,609)	2,296,937	32,925
Other Charges	2,001,562	1,991,564	2,198,777	2,412,406	213,629	2,343,647	(68,759)
Fixed Assets	25,683	27,869	--	--	--	--	--
Other Financing Uses	161,142	151,969	151,127	145,349	(5,778)	146,686	1,337
Gross Appropriations	**32,369,035**	**34,508,021**	**40,031,650**	**39,727,335**	**(304,315)**	**40,267,507**	**540,172**
Intrafund Transfers	(111,254)	(150,343)	(537,419)	(538,183)	(764)	(545,091)	(6,908)
Net Appropriations	**32,257,781**	**34,357,678**	**39,494,231**	**39,189,152**	**(305,079)**	**39,722,416**	**533,264**
Contingencies/Dept Reserves	4,915,454	5,376,768	6,071,410	7,052,596	981,186	5,915,090	(1,137,506)
Non-General Fund Reserves	--	--	--	--	--	--	--
Total Requirements	**37,173,235**	**39,734,446**	**45,565,641**	**46,241,748**	**676,107**	**45,637,506**	**(604,242)**
Net County Cost	**15,724,750**	**17,280,561**	**21,618,958**	**21,507,639**	**(111,319)**	**22,040,903**	**533,264**
Salary Resolution	137.0	140.0	141.0	141.0	--	141.0	--
Funded FTE	136.0	139.0	139.6	139.4	(0.2)	139.4	--

County Support of the Courts (2700B)

County Support of the Courts (2700B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Fines, Forfeitures and Penalties	5,397,469	4,886,967	5,069,040	5,069,040	--	5,069,040	--
Charges for Services	1,340,199	1,373,274	1,305,921	1,305,921	--	1,305,921	--
Miscellaneous Revenue	1,246,103	1,391,676	1,168,221	1,168,221	--	1,168,221	--
Total Revenue	**7,983,771**	**7,651,918**	**7,543,182**	**7,543,182**	**--**	**7,543,182**	**--**
Total Sources	**7,983,771**	**7,651,918**	**7,543,182**	**7,543,182**	**--**	**7,543,182**	**--**
Salaries and Benefits	--	(153)	----	--	0	--	--
Services and Supplies	1,690,455	1,570,560	1,538,302	1,538,302	--	1,538,302	--
Other Charges	18,417,587	20,072,267	18,936,692	18,941,979	5,287	18,945,555	3,576
Other Financing Uses	6,545	4,826	7,739	7,739	--	7,739	--
Gross Appropriations	**20,114,587**	**21,647,500**	**20,482,733**	**20,488,020**	**5,287**	**20,491,596**	**3,576**
Intrafund Transfers							
Net Appropriations	**20,114,587**	**21,647,500**	**20,482,733**	**20,488,020**	**5,287**	**20,491,596**	**3,576**
Total Requirements	**20,114,587**	**21,647,500**	**20,482,733**	**20,488,020**	**5,287**	**20,491,596**	**3,576**
Net County Cost	**12,130,816**	**13,995,583**	**12,939,551**	**12,944,838**	**5,287**	**12,948,414**	**3,576**

Private Defender Program (2800B)

Private Defender Program (2800B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	--	--	450,010	450,010	--	450,010	--
Charges for Services	577,318	464,538	600,000	600,000	--	600,000	--
Miscellaneous Revenue	--	--	106	--	(106)	--	--
Total Revenue	**577,318**	**464,538**	**1,050,116**	**1,050,010**	**(106)**	**1,050,010**	**--**
Total Sources	**577,318**	**464,538**	**1,050,116**	**1,050,010**	**(106)**	**1,050,010**	**--**
Services and Supplies	18,003,259	18,723,531	19,468,800	19,468,800	--	19,468,800	--
Other Charges	18,432	21,430	26,966	20,466	(6,500)	20,975	509
Other Financing Uses	36,782	37,077	37,119	36,962	(157)	36,964	2
Gross Appropriations	**18,058,473**	**18,782,038**	**19,532,885**	**19,526,228**	**(6,657)**	**19,526,739**	**511**
Intrafund Transfers							
Net Appropriations	**18,058,473**	**18,782,038**	**19,532,885**	**19,526,228**	**(6,657)**	**19,526,739**	**511**
Total Requirements	**18,058,473**	**18,782,038**	**19,532,885**	**19,526,228**	**(6,657)**	**19,526,739**	**511**
Net County Cost	**17,481,155**	**18,317,500**	**18,482,769**	**18,476,218**	**(6,551)**	**18,476,729**	**511**

Coroner's Office (3300B)

Coroner's Office (3300B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Licenses, Permits and Franchises	13,086	12,594	11,500	11,500	--	11,500	--
Intergovernmental Revenues	535,083	720,609	672,767	772,767	100,000	772,767	--
Charges for Services	293,803	261,598	260,000	278,254	18,254	292,029	13,775
Miscellaneous Revenue	7,676	13,793	2,300	600	(1,700)	900	300
Total Revenue	**849,647**	**1,008,595**	**946,567**	**1,063,121**	**116,554**	**1,077,196**	**14,075**
Fund Balance	315,572	205,307	153,835	237,905	84,070	63,518	(174,387)
Total Sources	**1,165,219**	**1,213,902**	**1,100,402**	**1,301,026**	**200,624**	**1,140,714**	**(160,312)**
Salaries and Benefits	2,344,639	2,392,904	2,537,569	2,756,162	218,593	2,669,761	(86,401)
Services and Supplies	761,300	918,698	958,516	1,234,186	275,670	1,211,201	(22,985)
Other Charges	349,255	403,264	422,573	432,954	10,381	438,521	5,567
Fixed Assets	--	--	--	--	--	--	--
Other Financing Uses	14,748	18,510	19,736	19,268	(468)	19,484	216
Gross Appropriations	**3,469,943**	**3,733,378**	**3,938,394**	**4,442,570**	**504,176**	**4,338,967**	**(103,603)**
Intrafund Transfers	--	(23,333)	510	(88,000)	(88,510)	--	88,000
Net Appropriations	**3,469,943**	**3,710,045**	**3,938,904**	**4,354,570**	**415,666**	**4,338,967**	**(15,603)**
Contingencies/Dept Reserves	52,990	114,990	63,518	63,518	--	--	(63,518)
Total Requirements	**3,522,933**	**3,825,035**	**4,002,422**	**4,418,088**	**415,666**	**4,338,967**	**(79,121)**
Net County Cost	**2,357,713**	**2,611,133**	**2,902,020**	**3,117,062**	**215,042**	**3,198,253**	**81,191**
Salary Resolution	14.0	14.0	15.0	15.0	--	15.0	--
Funded FTE	14.0	14.0	15.0	15.0	--	15.0	--

Health Administration (5500B)

Health Administration (5500B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	250,000	--	--	--	--	--	--
Intergovernmental Revenues	127,299	8,561,213	1,260,225	1,456,350	196,125	1,471,147	14,797
Charges for Services	2,132,930	2,206,585	1,856,748	1,865,913	9,165	1,865,913	--
Interfund Revenue	2,192,578	2,083,212	2,082,023	2,082,023	--	2,082,023	--
Miscellaneous Revenue	25,687	(8,796)	--	--	--	--	--
Total Revenue	**4,728,494**	**12,842,214**	**5,198,996**	**5,404,286**	**205,290**	**5,419,083**	**14,797**
Fund Balance	404,254	403,326	406,437	406,437	--	406,437	--
Total Sources	**5,132,748**	**13,245,540**	**5,605,433**	**5,810,723**	**205,290**	**5,825,520**	**14,797**
Salaries and Benefits	5,712,700	6,038,462	6,026,356	6,023,219	(3,137)	6,034,534	11,315
Services and Supplies	1,336,459	1,279,374	1,429,408	1,707,186	277,778	1,707,186	--
Other Charges	566,817	8,275,989	475,859	406,827	(69,032)	410,274	3,447
Other Financing Uses	3,325	5,102	5,109	4,790	(319)	4,825	35
Gross Appropriations	**7,619,302**	**15,598,927**	**7,936,732**	**8,142,022**	**205,290**	**8,156,819**	**14,797**
Intrafund Transfers	(2,890,807)	(2,762,008)	(2,737,736)	(2,737,736)	--	(2,737,736)	--
Net Appropriations	**4,728,495**	**12,836,919**	**5,198,996**	**5,404,286**	**205,290**	**5,419,083**	**14,797**
Contingencies/Dept Reserves	404,253	408,621	406,437	406,437	--	406,437	--
Total Requirements	**5,132,748**	**13,245,540**	**5,605,433**	**5,810,723**	**205,290**	**5,825,520**	**14,797**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	27.0	24.0	24.0	24.0	--	24.0	--
Funded FTE	26.8	23.8	23.8	23.8	--	23.8	--

Health Coverage Unit (5510B)

Health Coverage Unit (5510B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	3,020,461	803,451	--	27,719	27,719	27,765	46
Charges for Services	2,380,000	1,650,000	4,180,722	4,266,955	86,233	3,127,275	(1,139,680)
Interfund Revenue	258,271	291,640	216,622	307,433	90,811	308,123	690
Miscellaneous Revenue	402,873	405,723	36,000	--	(36,000)	--	--
Total Revenue	**6,061,606**	**3,150,813**	**4,433,344**	**4,602,107**	**168,763**	**3,463,163**	**(1,138,944)**
Fund Balance	165,609	201,251	286,300	307,885	21,585	307,885	--
Total Sources	**6,227,215**	**3,352,064**	**4,719,644**	**4,909,992**	**190,348**	**3,771,048**	**(1,138,944)**
Salaries and Benefits	3,665,096	3,584,124	4,005,792	3,942,191	(63,601)	3,965,403	23,212
Services and Supplies	4,218,352	1,507,901	2,322,960	2,768,612	445,652	1,602,674	(1,165,938)
Other Charges	188,732	170,047	227,626	253,070	25,444	284,771	31,701
Fixed Assets	--	--	135,000	--	(135,000)	--	--
Gross Appropriations	**8,072,180**	**5,262,072**	**6,691,378**	**6,963,873**	**272,495**	**5,852,848**	**(1,111,025)**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**8,072,180**	**5,262,072**	**6,691,378**	**6,963,873**	**272,495**	**5,852,848**	**(1,111,025)**
Contingencies/Dept Reserves	165,609	201,251	286,300	307,885	21,585	307,885	--
Total Requirements	**8,237,789**	**5,463,323**	**6,977,678**	**7,271,758**	**294,080**	**6,160,733**	**(1,111,025)**
Net County Cost	**2,010,574**	**2,111,258**	**2,258,034**	**2,361,766**	**103,732**	**2,389,685**	**27,919**
Salary Resolution	28.0	27.0	27.0	26.0	(1.0)	26.0	--
Funded FTE	28.0	27.0	25.3	25.0	(0.3)	25.0	--

Public Health, Policy and Planning (5550B)

Public Health, Policy and Planning (5550B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	579,726	97,453	99,394	100,377	983	100,377	--
Licenses, Permits and Franchises	868,671	902,755	775,556	847,416	71,860	847,416	--
Fines, Forfeitures and Penalties	243	109	473	473	--	473	--
Intergovernmental Revenues	15,557,359	17,949,799	21,034,637	34,603,484	13,568,847	27,746,939	(6,856,545)
Charges for Services	2,658,900	2,556,539	3,334,680	2,790,488	(544,192)	2,790,488	--
Interfund Revenue	3,115,115	2,671,439	2,864,595	3,395,441	530,846	3,395,441	--
Miscellaneous Revenue	452,137	267,691	1,784,277	3,216,097	1,431,820	2,594,374	(621,723)
Other Financing Sources	--	--	27,500	--	(27,500)	--	--
Total Revenue	**23,232,150**	**24,445,786**	**29,921,112**	**44,953,776**	**15,032,664**	**37,475,508**	**(7,478,268)**
Fund Balance	852,617	853,158	734,984	770,732	35,748	770,732	--
Total Sources	**24,084,767**	**25,298,944**	**30,656,096**	**45,724,508**	**15,068,412**	**38,246,240**	**(7,478,268)**
Salaries and Benefits	20,775,180	22,625,466	28,710,091	35,417,742	6,707,651	34,028,786	(1,388,956)
Services and Supplies	12,449,717	12,586,587	14,573,505	20,303,441	5,729,936	15,278,321	(5,025,120)
Other Charges	2,064,621	2,439,859	2,527,407	3,033,146	505,739	3,136,392	103,246
Reclassification of Expenses	--	--	--	569,753	569,753	569,753	--
Fixed Assets	43,668	42,733	50,000	650,000	600,000	50,000	(600,000)
Other Financing Uses	23,762	25,688	24,979	49,724	24,745	52,709	2,985
Gross Appropriations	**35,356,948**	**37,720,332**	**45,885,982**	**60,023,806**	**14,137,824**	**53,115,961**	**(6,907,845)**
Intrafund Transfers	(1,711,097)	(1,627,803)	(3,274,334)	(1,663,553)	1,610,781	(2,033,134)	(369,581)
Net Appropriations	**33,645,851**	**36,092,529**	**42,611,648**	**58,360,253**	**15,748,605**	**51,082,827**	**(7,277,426)**
Contingencies/Dept Reserves	770,256	770,256	770,256	770,732	476	770,732	--
Total Requirements	**34,416,107**	**36,862,785**	**43,381,904**	**59,130,985**	**15,749,081**	**51,853,559**	**(7,277,426)**
Net County Cost	**10,331,340**	**11,563,842**	**12,725,808**	**13,406,477**	**680,669**	**13,607,319**	**200,842**
Salary Resolution	110.0	131.0	136.0	148.0	12.0	148.0	--
Funded FTE	109.5	130.5	134.8	147.5	12.7	147.5	--

Health IT (5560B)

Health IT (5560B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	114,644	3,009,508	3,271,750	3,418,334	146,584	--	(3,418,334)
Interfund Revenue	2,482,792	2,248,932	2,127,986	2,386,516	258,530	2,586,104	199,588
Miscellaneous Revenue	--	300	--	--	--	--	--
Total Revenue	**2,597,436**	**5,258,740**	**5,399,736**	**5,804,850**	**405,114**	**2,586,104**	**(3,218,746)**
Fund Balance	3,318,732	2,034,711	2,236,407	1,334,535	(901,872)	890,000	(444,535)
Total Sources	**5,916,168**	**7,293,451**	**7,636,143**	**7,139,385**	**(496,758)**	**3,476,104**	**(3,663,281)**
Salaries and Benefits	5,058,886	5,152,911	7,463,949	5,930,005	(1,533,944)	5,754,930	(175,075)
Services and Supplies	2,353,902	3,627,183	5,689,100	7,276,388	1,587,288	2,806,797	(4,469,591)
Other Charges	442,222	495,006	667,612	476,908	(190,704)	477,716	808
Other Financing Uses	325	334	376	345	(31)	347	2
Gross Appropriations	**7,855,335**	**9,275,434**	**13,821,037**	**13,683,646**	**(137,391)**	**9,039,790**	**(4,643,856)**
Intrafund Transfers	(3,941,329)	(4,229,901)	(6,184,894)	(7,434,261)	(1,249,367)	(5,563,686)	1,870,575
Net Appropriations	**3,914,006**	**5,045,533**	**7,636,143**	**6,249,385**	**(1,386,758)**	**3,476,104**	**(2,773,281)**
Contingencies/Dept Reserves	2,002,162	2,247,918	--	890,000	890,000	--	(890,000)
Total Requirements	**5,916,168**	**7,293,451**	**7,636,143**	**7,139,385**	**(496,758)**	**3,476,104**	**(3,663,281)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	21.0	19.0	19.0	19.0	--	19.0	--
Funded FTE	21.0	19.0	18.9	19.0	0.1	19.0	--

Emergency Medical Services GF (5600B)

Emergency Medical Services GF (5600B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	41,416	79,423	35,634	36,736	1,102	36,736	--
Licenses, Permits and Franchises	20,954	47,428	32,432	43,000	10,568	33,000	(10,000)
Fines, Forfeitures and Penalties	--	13,000	135,079	139,131	4,052	143,305	4,174
Intergovernmental Revenues	1,312,549	1,715,282	3,326,576	1,649,321	(1,677,255)	1,200,321	(449,000)
Charges for Services	480,540	1,362,346	1,372,896	1,408,083	35,187	1,444,325	36,242
Interfund Revenue	883,397	--	349,288	839,180	489,892	559,907	(279,273)
Miscellaneous Revenue	5,452,004	6,431,834	6,610,681	6,841,648	230,967	7,045,076	203,428
Total Revenue	**8,190,859**	**9,649,314**	**11,862,586**	**10,957,099**	**(905,487)**	**10,462,670**	**(494,429)**
Fund Balance	490,269	490,270	512,932	489,825	(23,107)	489,825	--
Total Sources	**8,681,128**	**10,139,584**	**12,375,518**	**11,446,924**	**(928,594)**	**10,952,495**	**(494,429)**
Salaries and Benefits	2,421,115	2,317,670	2,585,732	2,524,619	(61,113)	2,524,250	(369)
Services and Supplies	5,477,576	6,946,208	8,865,676	8,115,148	(750,528)	7,615,993	(499,155)
Other Charges	292,168	362,774	434,285	462,017	27,732	467,397	5,380
Fixed Assets	--	--	--	--	--	--	--
Gross Appropriations	**8,190,858**	**9,626,652**	**11,885,693**	**11,101,784**	**(783,909)**	**10,607,640**	**(494,144)**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**8,190,858**	**9,626,652**	**11,885,693**	**11,101,784**	**(783,909)**	**10,607,640**	**(494,144)**
Contingencies/Dept Reserves	490,270	512,932	489,825	489,825	--	489,825	--
Total Requirements	**8,681,128**	**10,139,584**	**12,375,518**	**11,591,609**	**(783,909)**	**11,097,465**	**(494,144)**
Net County Cost	**--**	**--**	**--**	**144,685**	**144,685**	**144,970**	**285**
Salary Resolution	10.0	10.0	10.0	10.0	--	10.0	--
Funded FTE	10.0	10.0	10.0	10.0	--	10.0	--

Emergency Medical Services Fund (5630B)

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Fines, Forfeitures and Penalties	1,742,772	1,395,878	1,640,574	1,640,574	--	1,476,516	(164,058)
Use of Money and Property	61,146	49,362	28,159	28,159	--	28,159	--
Miscellaneous Revenue	29,517	17,395	26,469	26,469	--	26,469	--
Total Revenue	**1,833,435**	**1,462,635**	**1,695,202**	**1,695,202**	**--**	**1,531,144**	**(164,058)**
Fund Balance	2,496,861	2,373,961	2,943,113	1,004,799	(1,938,314)	918,068	(86,731)
Total Sources	**4,330,296**	**3,836,596**	**4,638,315**	**2,700,001**	**(1,938,314)**	**2,449,212**	**(250,789)**
Services and Supplies	1,956,334	893,483	2,727,788	1,781,933	(945,855)	1,502,660	(279,273)
Gross Appropriations	**1,956,334**	**893,483**	**2,727,788**	**1,781,933**	**(945,855)**	**1,502,660**	**(279,273)**
Intrafund Transfers							
Net Appropriations	**1,956,334**	**893,483**	**2,727,788**	**1,781,933**	**(945,855)**	**1,502,660**	**(279,273)**
Non-General Fund Reserves	2,373,962	2,943,113	1,910,527	918,068	(992,459)	946,552	28,484
Total Requirements	**4,330,296**	**3,836,596**	**4,638,315**	**2,700,001**	**(1,938,314)**	**2,449,212**	**(250,789)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**

Aging and Adult Services (5700B)

Aging and Adult Services (5700B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,683,898	1,899,115	1,276,320	1,321,025	44,705	1,256,025	(65,000)
Fines, Forfeitures and Penalties	69,303	57,219	87,996	57,219	(30,777)	57,219	--
Use of Money and Property	758,815	689,802	344,206	689,844	345,638	689,844	--
Intergovernmental Revenues	17,274,314	15,604,598	20,733,556	19,669,375	(1,064,181)	19,669,375	--
Charges for Services	2,784,015	2,520,078	3,961,330	2,786,460	(1,174,870)	2,786,460	--
Interfund Revenue	423,313	422,305	751,855	422,306	(329,549)	422,306	--
Miscellaneous Revenue	186,498	282,717	561,678	282,608	(279,070)	282,608	--
Other Financing Sources	51	--	--	--	--	--	--
Total Revenue	**23,180,207**	**21,475,833**	**27,716,941**	**25,228,837**	**(2,488,104)**	**25,163,837**	**(65,000)**
Fund Balance	741,733	675,889	628,391	741,733	113,342	741,733	--
Total Sources	**23,921,940**	**22,151,722**	**28,345,332**	**25,970,570**	**(2,374,762)**	**25,905,570**	**(65,000)**
Salaries and Benefits	20,759,382	22,017,825	25,488,390	25,381,322	(107,068)	25,555,572	174,250
Services and Supplies	5,368,121	4,156,469	5,303,815	4,399,624	(904,191)	4,421,479	21,855
Other Charges	6,957,221	7,059,348	10,078,165	8,997,993	(1,080,172)	8,923,643	(74,350)
Other Financing Uses	13,477	12,173	13,407	12,569	(838)	11,765	(804)
Gross Appropriations	**33,098,201**	**33,245,815**	**40,883,777**	**38,791,508**	**(2,092,269)**	**38,912,459**	**120,951**
Intrafund Transfers	(1,667,168)	(2,364,927)	(2,690,925)	(3,028,574)	(337,649)	(3,028,574)	--
Net Appropriations	**31,431,033**	**30,880,888**	**38,192,852**	**35,762,934**	**(2,429,918)**	**35,883,885**	**120,951**
Contingencies/Dept Reserves	741,733	741,733	741,733	741,733	--	741,733	--
Total Requirements	**32,172,766**	**31,622,621**	**38,934,585**	**36,504,667**	**(2,429,918)**	**36,625,618**	**120,951**
Net County Cost	**8,250,827**	**9,470,899**	**10,589,253**	**10,534,097**	**(55,156)**	**10,720,048**	**185,951**
Salary Resolution	142.0	144.0	144.0	144.0	--	144.0	--
Funded FTE	142.0	144.0	143.5	143.7	0.2	143.7	--

IHSS Public Authority (5800B)

IHSS Public Authority (5800B)
IHSS Public Authority Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	(4,714)	20,939	15,024	20,939	5,915	20,939	--
Intergovernmental Revenues	18,256,552	22,717,061	23,995,356	27,486,233	3,490,877	28,687,403	1,201,170
Interfund Revenue	4,219,513	4,183,236	4,280,216	4,183,236	(96,980)	4,183,236	--
Miscellaneous Revenue	12,325	388,543	14,497	386,908	372,411	386,908	--
Total Revenue	**22,483,676**	**27,309,778**	**28,305,093**	**32,077,316**	**3,772,223**	**33,278,486**	**1,201,170**
Fund Balance	861,956	860,857	860,804	860,804	--	860,804	--
Total Sources	**23,345,632**	**28,170,635**	**29,165,897**	**32,938,120**	**3,772,223**	**34,139,290**	**1,201,170**
Salaries and Benefits	1,501,951	1,579,088	1,883,157	1,883,157	--	1,883,157	--
Services and Supplies	5,077,357	5,848,668	7,699,773	7,611,209	(88,564)	7,611,209	--
Other Charges	16,318,383	19,880,488	19,133,046	22,582,499	3,449,453	23,783,666	1,201,167
Other Financing Uses	425	437	481	451	(30)	454	3
Gross Appropriations	**22,898,115**	**27,308,680**	**28,716,457**	**32,077,316**	**3,360,859**	**33,278,486**	**1,201,170**
Intrafund Transfers	(414,440)	--	(411,364)	--	411,364	--	--
Net Appropriations	**22,483,675**	**27,308,680**	**28,305,093**	**32,077,316**	**3,772,223**	**33,278,486**	**1,201,170**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	861,957	861,955	860,804	860,804	--	860,804	--
Total Requirements	**23,345,632**	**28,170,635**	**29,165,897**	**32,938,120**	**3,772,223**	**34,139,290**	**1,201,170**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**

IHSS Public Authority GF (6900B)

IHSS Public Authority GF (6900B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources							
Other Charges	3,702,306	3,702,306	3,702,306	3,702,306	--	3,702,306	--
Gross Appropriations	**3,702,306**	**3,702,306**	**3,702,306**	**3,702,306**	**—**	**3,702,306**	**—**
Intrafund Transfers							
Net Appropriations	**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)

Environmental Health Services (5900B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	331,354	346,477	389,633	401,683	12,050	401,683	--
Licenses, Permits and Franchises	1,227,199	1,213,460	1,090,646	1,882,746	792,100	1,909,746	27,000
Fines, Forfeitures and Penalties	219,022	219,132	160,754	224,754	64,000	224,754	--
Intergovernmental Revenues	1,128,992	944,880	1,265,403	1,048,403	(217,000)	1,033,403	(15,000)
Charges for Services	13,400,943	13,201,136	17,422,853	17,430,554	7,701	18,212,040	781,486
Interfund Revenue	51,851	50,993	35,923	52,641	16,718	152,641	100,000
Miscellaneous Revenue	558,089	447,707	354,184	357,984	3,800	342,984	(15,000)
Total Revenue	**16,917,450**	**16,423,785**	**20,719,396**	**21,398,765**	**679,369**	**22,277,251**	**878,486**
Fund Balance	857,054	1,467,313	452,793	464,107	11,314	807,099	342,992
Total Sources	**17,774,504**	**17,891,098**	**21,172,189**	**21,862,872**	**690,683**	**23,084,350**	**1,221,478**
Salaries and Benefits	12,744,801	13,930,700	15,576,066	16,169,386	593,320	16,119,178	(50,208)
Services and Supplies	2,384,992	2,335,227	3,160,901	3,525,696	364,795	4,769,024	1,243,328
Other Charges	1,338,398	1,331,119	1,541,918	1,394,852	(147,066)	1,423,210	28,358
Other Financing Uses	4,445	3,360	3,470	3,470	--	3,470	--
Gross Appropriations	**16,472,636**	**17,600,406**	**20,282,355**	**21,093,404**	**811,049**	**22,314,882**	**1,221,478**
Intrafund Transfers	(61,329)	(54,895)	189,941	69,575	(120,366)	69,575	--
Net Appropriations	**16,411,307**	**17,545,511**	**20,472,296**	**21,162,979**	**690,683**	**22,384,457**	**1,221,478**
Contingencies/Dept Reserves	336,920	470,179	807,099	807,099	--	807,099	--
Non-General Fund Reserves	--	--	--	--	--	--	--
Total Requirements	**16,748,227**	**18,015,690**	**21,279,395**	**21,970,078**	**690,683**	**23,191,556**	**1,221,478**
Net County Cost	**(1,026,277)**	**124,592**	**107,206**	**107,206**	**--**	**107,206**	**--**
Salary Resolution	79.0	79.0	79.0	81.0	2.0	81.0	--
Funded FTE	79.0	79.0	78.8	80.8	2.0	80.8	--

Behavioral Health and Recovery Services (6100B)

Behavioral Health and Recovery Services (6100B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	5,072,213	5,289,012	5,809,827	5,844,767	34,940	5,844,767	--
Use of Money and Property	21,028	--	--	--	--	--	--
Intergovernmental Revenues	87,473,401	90,596,531	106,061,431	116,646,454	10,585,023	114,767,086	(1,879,368)
Charges for Services	62,082,803	56,298,397	63,111,977	61,669,738	(1,442,239)	59,760,200	(1,909,538)
Interfund Revenue	160,629	4,902	--	--	--	--	--
Miscellaneous Revenue	1,392,909	1,078,566	2,091,423	2,424,107	332,684	2,424,107	--
Other Financing Sources	--	104	--	--	--	--	--
Total Revenue	**156,202,984**	**153,267,513**	**177,074,658**	**186,585,066**	**9,510,408**	**182,796,160**	**(3,788,906)**
Fund Balance	480,231	4,890,396	4,017,084	4,004,502	(12,582)	4,004,502	--
Total Sources	**156,683,215**	**158,157,909**	**181,091,742**	**190,589,568**	**9,497,826**	**186,800,662**	**(3,788,906)**
Salaries and Benefits	78,324,006	83,219,560	92,855,996	97,432,470	4,576,474	97,938,530	506,060
Services and Supplies	72,905,192	75,232,801	88,697,450	90,130,169	1,432,719	86,122,808	(4,007,361)
Other Charges	49,007,877	51,416,499	58,018,451	63,949,889	5,931,438	64,256,005	306,116
Fixed Assets	51,623	--	--	--	--	--	--
Other Financing Uses	327,583	419,857	366,277	365,703	(574)	366,340	637
Gross Appropriations	**200,616,281**	**210,288,718**	**239,938,174**	**251,878,231**	**11,940,057**	**248,683,683**	**(3,194,548)**
Intrafund Transfers	(1,687,724)	(1,533,982)	(2,226,944)	(3,130,227)	(903,283)	(3,130,227)	--
Net Appropriations	**198,928,556**	**208,754,735**	**237,711,230**	**248,748,004**	**11,036,774**	**245,553,456**	**(3,194,548)**
Contingencies/Dept Reserves	3,959,485	3,959,485	3,959,485	4,004,502	45,017	4,004,502	--
Total Requirements	**202,888,041**	**212,714,220**	**241,670,715**	**252,752,506**	**11,081,791**	**249,557,958**	**(3,194,548)**
Net County Cost	**46,204,827**	**54,556,312**	**60,578,973**	**62,162,938**	**1,583,965**	**62,757,296**	**594,358**
Salary Resolution	474.0	465.0	465.0	467.0	2.0	467.0	--
Funded FTE	467.5	457.6	453.7	457.1	3.4	457.1	--

Behavioral Health and Recovery Administration

Behavioral Health and Recovery Administration (6110P)

Behavioral Health and Recovery Administration (6110P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	335,846	155,434	399,243	399,159	(84)	399,159	--
Intergovernmental Revenues	13,255,445	6,831,973	13,797,318	16,505,952	2,708,634	15,356,477	(1,149,475)
Charges for Services	8,754,392	2,543,801	5,035,699	6,799,911	1,764,212	6,799,911	--
Interfund Revenue	3,250	3,270	--	--	--	--	--
Miscellaneous Revenue	26,946	34,272	190,443	190,443	--	190,443	--
Total Revenue	**22,375,879**	**9,568,751**	**19,422,703**	**23,895,465**	**4,472,762**	**22,745,990**	**(1,149,475)**
Fund Balance	480,231	3,959,485	3,959,485	3,946,903	(12,582)	3,946,903	--
Total Sources	**22,856,110**	**13,528,236**	**23,382,188**	**27,842,368**	**4,460,180**	**26,692,893**	**(1,149,475)**
Salaries and Benefits	12,064,906	12,564,944	14,644,286	15,955,063	1,310,777	15,961,284	6,221
Services and Supplies	8,998,255	10,859,220	15,355,330	18,312,032	2,956,702	14,304,671	(4,007,361)
Other Charges	3,270,796	1,852,857	1,894,003	1,802,514	(91,489)	1,849,265	46,751
Other Financing Uses	--	--	3,395	--	(3,395)	--	--
Gross Appropriations	**24,333,957**	**25,277,021**	**31,897,014**	**36,069,609**	**4,172,595**	**32,115,220**	**(3,954,389)**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**24,333,957**	**25,277,021**	**31,897,014**	**36,069,609**	**4,172,595**	**32,115,220**	**(3,954,389)**
Contingencies/Dept Reserves	3,756,658	3,756,658	3,756,658	3,801,675	45,017	3,801,675	--
Total Requirements	**28,090,615**	**29,033,679**	**35,653,672**	**39,871,284**	**4,217,612**	**35,916,895**	**(3,954,389)**
Net County Cost	**5,234,505**	**15,505,443**	**12,271,484**	**12,028,916**	**(242,568)**	**9,224,002**	**(2,804,914)**
Salary Resolution	69.0	68.0	67.0	67.0	--	67.0	--
Funded FTE	69.0	68.0	66.7	66.9	0.2	66.9	--

Mental Health Youth Services

Mental Health Youth Services (6130P)

Mental Health Youth Services (6130P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	3,197,075	3,271,228	3,646,528	3,632,821	(13,707)	3,632,821	--
Intergovernmental Revenues	25,921,940	19,196,631	25,065,598	22,640,816	(2,424,782)	23,326,764	685,948
Charges for Services	2,809,878	9,403,035	13,948,646	12,569,805	(1,378,841)	12,569,805	--
Interfund Revenue	87,379	1,632	--	--	--	--	--
Miscellaneous Revenue	92,400	183,574	944,145	948,441	4,296	948,441	--
Total Revenue	**32,108,672**	**32,056,100**	**43,604,917**	**39,791,883**	**(3,813,034)**	**40,477,831**	**685,948**
Fund Balance	--	300,000	--	--	--	--	--
Total Sources	**32,108,672**	**32,356,100**	**43,604,917**	**39,791,883**	**(3,813,034)**	**40,477,831**	**685,948**
Salaries and Benefits	26,418,172	27,975,016	30,787,873	31,794,617	1,006,744	31,965,703	171,086
Services and Supplies	17,425,068	15,718,158	20,555,384	21,626,370	1,070,986	21,626,370	--
Other Charges	1,815,884	2,622,744	2,644,015	2,994,000	349,985	3,119,086	125,086
Other Financing Uses	262,793	298,936	263,407	262,286	(1,121)	262,403	117
Gross Appropriations	**45,921,916**	**46,614,854**	**54,250,679**	**56,677,273**	**2,426,594**	**56,973,562**	**296,289**
Intrafund Transfers	(1,414,844)	(1,261,102)	(1,976,899)	(2,351,794)	(374,895)	(2,351,794)	--
Net Appropriations	**44,507,072**	**45,353,752**	**52,273,780**	**54,325,479**	**2,051,699**	**54,621,768**	**296,289**
Total Requirements	**44,507,072**	**45,353,752**	**52,273,780**	**54,325,479**	**2,051,699**	**54,621,768**	**296,289**
Net County Cost	**12,398,399**	**12,997,652**	**8,668,863**	**14,533,596**	**5,864,733**	**14,143,937**	**(389,659)**
Salary Resolution	166.0	163.0	165.0	165.0	--	165.0	--
Funded FTE	163.3	160.5	160.3	161.3	1.0	161.3	--

Mental Health Adult Services

Mental Health Adult Services (6140P)

Mental Health Adult Services (6140P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,379,428	1,414,344	1,313,836	1,350,274	36,438	1,350,274	--
Use of Money and Property	21,028	--	--	--	--	--	--
Intergovernmental Revenues	39,825,320	54,526,372	52,142,999	66,271,581	14,128,582	67,654,278	1,382,697
Charges for Services	50,055,838	41,305,732	36,542,394	36,265,423	(276,971)	34,355,885	(1,909,538)
Interfund Revenue	70,000	--	--	--	--	--	--
Miscellaneous Revenue	560,171	609,813	--	408,388	408,388	408,388	--
Other Financing Sources	--	104	--	--	--	--	--
Total Revenue	**91,911,786**	**97,856,366**	**89,999,229**	**104,295,666**	**14,296,437**	**103,768,825**	**(526,841)**
Fund Balance	--	630,911	57,599	57,599	--	57,599	--
Total Sources	**91,911,786**	**98,487,277**	**90,056,828**	**104,353,265**	**14,296,437**	**103,826,424**	**(526,841)**
Salaries and Benefits	34,407,697	36,791,919	39,638,736	42,097,368	2,458,632	42,356,921	259,553
Services and Supplies	45,307,888	46,983,726	52,335,437	49,397,081	(2,938,356)	49,397,081	--
Other Charges	23,951,318	26,362,367	30,525,063	34,722,744	4,197,681	34,838,101	115,357
Fixed Assets	51,623	--	--	--	--	--	--
Other Financing Uses	59,816	115,444	93,518	97,633	4,115	98,049	416
Gross Appropriations	**103,778,342**	**110,253,456**	**122,592,754**	**126,314,826**	**3,722,072**	**126,690,152**	**375,326**
Intrafund Transfers	(272,880)	(272,880)	(192,880)	(661,268)	(468,388)	(661,268)	--
Net Appropriations	**103,505,462**	**109,980,576**	**122,399,874**	**125,653,558**	**3,253,684**	**126,028,884**	**375,326**
Contingencies/Dept Reserves	135,409	135,409	135,409	135,409	--	135,409	--
Total Requirements	**103,640,871**	**110,115,985**	**122,535,283**	**125,788,967**	**3,253,684**	**126,164,293**	**375,326**
Net County Cost	**11,729,085**	**11,628,708**	**32,478,455**	**21,435,702**	**(11,042,753)**	**22,337,869**	**902,167**
Salary Resolution	201.0	195.0	194.0	195.0	1.0	195.0	--
Funded FTE	197.7	190.7	188.4	189.6	1.3	189.6	--

Alcohol and Other Drug Services

Alcohol and Other Drug Services (6170P)

Alcohol and Other Drug Services (6170P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	159,863	448,006	450,220	462,513	12,293	462,513	--
Use of Money and Property	--	--	--	--	--	--	--
Intergovernmental Revenues	8,470,696	10,041,555	15,055,516	11,228,105	(3,827,411)	8,429,567	(2,798,538)
Charges for Services	462,696	3,045,829	7,585,238	6,034,599	(1,550,639)	6,034,599	--
Miscellaneous Revenue	713,392	250,907	956,835	876,835	(80,000)	876,835	--
Total Revenue	**9,806,647**	**13,786,297**	**24,047,809**	**18,602,052**	**(5,445,757)**	**15,803,514**	**(2,798,538)**
Fund Balance	--	--	--	--	--	--	--
Total Sources	**9,806,647**	**13,786,297**	**24,047,809**	**18,602,052**	**(5,445,757)**	**15,803,514**	**(2,798,538)**
Salaries and Benefits	5,433,231	5,887,681	7,785,101	7,585,422	(199,679)	7,654,622	69,200
Services and Supplies	1,173,981	1,671,697	451,299	794,686	343,387	794,686	--
Other Charges	19,969,879	20,578,532	22,955,370	24,430,631	1,475,261	24,449,553	18,922
Other Financing Uses	4,974	5,477	5,957	5,784	(173)	5,888	104
Gross Appropriations	**26,582,066**	**28,143,387**	**31,197,727**	**32,816,523**	**1,618,796**	**32,904,749**	**88,226**
Intrafund Transfers	--	--	(57,165)	(117,165)	(60,000)	(117,165)	--
Net Appropriations	**26,582,066**	**28,143,387**	**31,140,562**	**32,699,358**	**1,558,796**	**32,787,584**	**88,226**
Contingencies/Dept Reserves	67,418	67,418	67,418	67,418	--	67,418	--
Total Requirements	**26,649,484**	**28,210,805**	**31,207,980**	**32,766,776**	**1,558,796**	**32,855,002**	**88,226**
Net County Cost	**16,842,837**	**14,424,509**	**7,160,171**	**14,164,724**	**7,004,553**	**17,051,488**	**2,886,764**
Salary Resolution	38.0	39.0	39.0	40.0	1.0	40.0	--
Funded FTE	37.5	38.5	38.3	39.3	1.0	39.3	--

Family Health Services (6240B)

Family Health Services (6240B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,630,982	1,670,333	1,669,388	1,721,019	51,631	1,721,019	--
Intergovernmental Revenues	14,530,285	13,938,306	14,136,549	13,688,541	(448,008)	13,688,541	--
Charges for Services	1,302,669	1,050,565	5,644,298	5,675,910	31,612	5,785,565	109,655
Interfund Revenue	1,182	26,919	--	--	--	--	--
Miscellaneous Revenue	251,353	207,437	97,548	--	(97,548)	--	--
Total Revenue	**17,716,471**	**16,893,559**	**21,547,783**	**21,085,470**	**(462,313)**	**21,195,125**	**109,655**
Fund Balance	1,085,519	1,147,085	1,368,124	1,385,157	17,033	1,385,157	--
Total Sources	**18,801,990**	**18,040,644**	**22,915,907**	**22,470,627**	**(445,280)**	**22,580,282**	**109,655**
Salaries and Benefits	27,726,845	28,149,361	33,223,417	32,994,874	(228,543)	33,261,490	266,616
Services and Supplies	2,723,005	2,366,016	3,017,652	3,392,257	374,605	3,349,654	(42,603)
Other Charges	2,260,023	2,393,054	2,844,256	2,496,423	(347,833)	2,656,869	160,446
Reclassification of Expenses	--	--	22,523	--	(22,523)	--	--
Fixed Assets	--	--	82,500	82,500	--	82,500	--
Other Financing Uses	2,313	2,901	3,237	3,237	--	3,237	--
Gross Appropriations	**32,712,186**	**32,911,333**	**39,193,585**	**38,969,291**	**(224,294)**	**39,353,750**	**384,459**
Intrafund Transfers	(1,762,392)	(1,728,435)	(2,410,615)	(2,489,169)	(78,554)	(2,566,478)	(77,309)
Net Appropriations	**30,949,795**	**31,182,897**	**36,782,970**	**36,480,122**	**(302,848)**	**36,787,272**	**307,150**
Contingencies/Dept Reserves	986,266	1,147,085	1,368,124	1,385,157	17,033	1,385,157	--
Total Requirements	**31,936,061**	**32,329,982**	**38,151,094**	**37,865,279**	**(285,815)**	**38,172,429**	**307,150**
Net County Cost	**13,134,070**	**14,289,338**	**15,235,187**	**15,394,652**	**159,465**	**15,592,147**	**197,495**
Salary Resolution	184.0	182.0	177.0	176.0	(1.0)	176.0	--
Funded FTE	178.0	175.5	167.8	168.3	0.5	168.3	--

Correctional Health Services (6300B)

Correctional Health Services (6300B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	42,104	92,660	--	--	--	--	--
Intergovernmental Revenues	1,951,177	3,816,281	2,947,234	2,516,892	(430,342)	2,429,663	(87,229)
Charges for Services	2,270	2,244	2,240	2,055	(185)	2,055	--
Interfund Revenue	987	--	--	--	--	--	--
Miscellaneous Revenue	34,655	34,635	17,042	30,500	13,458	30,500	--
Total Revenue	**2,031,193**	**3,945,820**	**2,966,516**	**2,549,447**	**(417,069)**	**2,462,218**	**(87,229)**
Fund Balance	1,577,802	604,158	235,163	474,009	238,846	474,009	--
Total Sources	**3,608,995**	**4,549,978**	**3,201,679**	**3,023,456**	**(178,223)**	**2,936,227**	**(87,229)**
Salaries and Benefits	18,483,800	19,619,525	19,066,778	19,247,739	180,961	19,194,732	(53,007)
Services and Supplies	5,837,632	7,094,398	7,453,383	7,254,133	(199,250)	7,403,989	149,856
Other Charges	796,318	871,257	958,293	1,106,668	148,375	1,113,540	6,872
Fixed Assets	--	318,673	9,645	--	(9,645)	--	--
Gross Appropriations	**25,117,751**	**27,903,853**	**27,488,099**	**27,608,540**	**120,441**	**27,712,261**	**103,721**
Intrafund Transfers	(3,223,170)	(3,218,076)	(350,970)	(298,551)	52,419	(298,551)	--
Net Appropriations	**21,894,581**	**24,685,777**	**27,137,129**	**27,309,989**	**172,860**	**27,413,710**	**103,721**
Contingencies/Dept Reserves	401,908	401,908	428,249	474,009	45,760	474,009	--
Total Requirements	**22,296,489**	**25,087,685**	**27,565,378**	**27,783,998**	**218,620**	**27,887,719**	**103,721**
Net County Cost	**18,687,494**	**20,537,707**	**24,363,699**	**24,760,542**	**396,843**	**24,951,492**	**190,950**
Salary Resolution	82.0	88.0	88.0	88.0	--	88.0	--
Funded FTE	79.5	85.5	85.4	85.2	(0.2)	85.2	--

San Mateo Medical Center (6600B)

San Mateo Medical Center (6600B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	2,423,506	2,443,138	3,625,180	3,769,350	144,170	3,769,350	--
Use of Money and Property	1,615,692	371,088	68,000	450,000	382,000	450,000	--
Intergovernmental Revenues	150,909,752	145,113,562	138,776,949	153,950,444	15,173,495	135,693,727	(18,256,717)
Charges for Services	138,162,945	174,571,681	200,658,132	209,923,428	9,265,296	215,032,000	5,108,572
Interfund Revenue	1,313,746	1,341,487	1,369,047	928,671	(440,376)	901,311	(27,360)
Miscellaneous Revenue	5,921,564	6,183,741	8,577,292	5,793,970	(2,783,322)	6,211,451	417,481
Other Financing Sources	57,860,174	57,961,382	63,646,621	63,621,621	(25,000)	58,121,621	(5,500,000)
Total Revenue	**358,207,381**	**387,986,080**	**416,721,221**	**438,437,484**	**21,716,263**	**420,179,460**	**(18,258,024)**
Fund Balance	21,799,728	22,860,735	3,088,026	--	(3,088,026)	--	--
Total Sources	**380,007,109**	**410,846,815**	**419,809,247**	**438,437,484**	**18,628,237**	**420,179,460**	**(18,258,024)**
Salaries and Benefits	196,686,767	208,468,609	208,680,762	222,073,043	13,392,281	222,341,356	268,313
Services and Supplies	106,792,832	138,902,262	143,565,555	147,995,117	4,429,562	144,499,998	(3,495,119)
Other Charges	25,822,165	31,847,341	34,009,471	35,676,889	1,667,418	35,860,340	183,451
Fixed Assets	--	--	4,000,000	4,000,000	--	4,000,000	--
Other Financing Uses	28,040,930	28,694,189	29,841,239	28,886,325	(954,914)	13,721,656	(15,164,669)
Gross Appropriations	**357,342,694**	**407,912,401**	**420,097,027**	**438,631,374**	**18,534,347**	**420,423,350**	**(18,208,024)**
Intrafund Transfers	(196,320)	(153,612)	(287,780)	(193,890)	93,890	(243,890)	(50,000)
Net Appropriations	**357,146,374**	**407,758,790**	**419,809,247**	**438,437,484**	**18,628,237**	**420,179,460**	**(18,258,024)**
Non-General Fund Reserves	22,860,735	3,088,026	--	--	--	--	--
Total Requirements	**380,007,109**	**410,846,815**	**419,809,247**	**438,437,484**	**18,628,237**	**420,179,460**	**(18,258,024)**
Net County Cost	**0**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	1,050.0	1,039.0	1,039.0	1,042.0	3.0	1,042.0	--
Funded FTE	998.2	977.3	970.4	974.2	3.8	974.2	--

Contributions to Medical Center (5850B)

Contributions to Medical Center (5850B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Interfund Revenue	--	--	--	--	--	--	--
Miscellaneous Revenue	5,612,056	5,612,056	5,612,056	5,612,056	--	5,612,056	--
Total Revenue	**5,612,056**	**5,612,056**	**5,612,056**	**5,612,056**	**—**	**5,612,056**	**—**
Fund Balance	--	--	43,890	--	(43,890)	--	--
Total Sources	**5,612,056**	**5,612,056**	**5,655,946**	**5,612,056**	**(43,890)**	**5,612,056**	**—**
Services and Supplies	--	--	87,780	43,890	(43,890)	43,890	--
Other Financing Uses	58,121,621	58,121,621	63,646,621	63,621,621	(25,000)	58,121,621	(5,500,000)
Gross Appropriations	**58,121,621**	**58,121,621**	**63,734,401**	**63,665,511**	**(68,890)**	**58,165,511**	**(5,500,000)**
Intrafund Transfers	--	--	(5,525,000)	--	5,525,000	--	--
Net Appropriations	**58,121,621**	**58,121,621**	**58,209,401**	**63,665,511**	**5,456,110**	**58,165,511**	**(5,500,000)**
Total Requirements	**58,121,621**	**58,121,621**	**58,209,401**	**63,665,511**	**5,456,110**	**58,165,511**	**(5,500,000)**
Net County Cost	**52,509,565**	**52,509,565**	**52,553,455**	**58,053,455**	**5,500,000**	**52,553,455**	**(5,500,000)**

First 5 San Mateo County (1950B)

First 5 San Mateo County (1950B)
First 5 Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	281,003	217,244	85,467	96,000	10,533	84,000	(12,000)
Intergovernmental Revenues	5,403,315	5,905,790	5,464,000	5,608,000	144,000	5,260,000	(348,000)
Miscellaneous Revenue	383,391	918,168	743,000	542,000	(201,000)	294,000	(248,000)
Total Revenue	**6,067,709**	**7,041,202**	**6,292,467**	**6,246,000**	**(46,467)**	**5,638,000**	**(608,000)**
Fund Balance	9,978,673	11,239,125	8,560,850	7,053,119	(1,507,731)	6,519,080	(534,039)
Total Sources	**16,046,382**	**18,280,327**	**14,853,317**	**13,299,119**	**(1,554,198)**	**12,157,080**	**(1,142,039)**
Salaries and Benefits	1,337,021	1,444,972	1,622,921	1,655,839	32,918	1,658,980	3,141
Services and Supplies	93,678	55,500	120,277	141,600	21,323	141,600	--
Other Charges	6,005,465	6,077,584	6,057,000	4,982,600	(1,074,400)	4,775,600	(207,000)
Gross Appropriations	**7,436,164**	**7,578,056**	**7,800,198**	**6,780,039**	**(1,020,159)**	**6,576,180**	**(203,859)**
Intrafund Transfers							
Net Appropriations	**7,436,164**	**7,578,056**	**7,800,198**	**6,780,039**	**(1,020,159)**	**6,576,180**	**(203,859)**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	8,610,218	10,702,270	7,053,119	6,519,080	(534,039)	5,580,900	(938,180)
Total Requirements	**16,046,382**	**18,280,327**	**14,853,317**	**13,299,119**	**(1,554,198)**	**12,157,080**	**(1,142,039)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	8.0	8.0	8.0	8.0	--	8.0	--
Funded FTE	8.0	8.0	7.6	7.6	0.0	7.6	--

Human Services Agency (7000D)

Human Services Agency (7000D)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	10,839,720	10,116,854	12,262,357	13,470,348	1,207,991	12,470,348	(1,000,000)
Intergovernmental Revenues	129,696,822	131,561,004	164,981,432	168,752,598	3,771,166	169,336,452	583,854
Charges for Services	2,473,220	2,840,122	2,838,304	2,260,000	(578,304)	2,260,000	--
Interfund Revenue	204,322	173,215	5,000	5,000	--	5,000	--
Miscellaneous Revenue	1,371,188	1,329,685	1,603,253	1,544,174	(59,079)	1,758,233	214,059
Total Revenue	**144,585,271**	**146,020,880**	**181,690,346**	**186,032,120**	**4,341,774**	**185,830,033**	**(202,087)**
Fund Balance	33,217,022	35,243,820	36,237,151	37,546,947	1,309,796	28,691,601	(8,855,346)
Total Sources	**177,802,293**	**181,264,700**	**217,927,497**	**223,579,067**	**5,651,570**	**214,521,634**	**(9,057,433)**
Salaries and Benefits	99,133,284	106,486,117	129,790,104	131,780,021	1,989,917	132,011,517	231,496
Services and Supplies	60,269,801	64,053,529	56,553,380	58,839,713	2,286,333	52,866,018	(5,973,695)
Other Charges	51,575,738	51,176,514	61,596,304	62,251,046	654,742	62,373,933	122,887
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	316,305	36,642	500,000	720,000	220,000	--	(720,000)
Other Financing Uses	1,655,217	1,918,384	2,898,190	2,546,818	(351,372)	951,525	(1,595,293)
Gross Appropriations	**212,950,345**	**223,671,186**	**251,337,978**	**256,137,598**	**4,799,620**	**248,202,993**	**(7,934,605)**
Intrafund Transfers	(26,644,604)	(27,720,411)	(2,407,855)	(2,242,353)	165,502	(2,249,153)	(6,800)
Net Appropriations	**186,305,740**	**195,950,775**	**248,930,123**	**253,895,245**	**4,965,122**	**245,953,840**	**(7,941,405)**
Contingencies/Dept Reserves	24,003,760	26,276,640	26,951,902	28,691,601	1,739,699	28,691,601	--
Total Requirements	**210,309,500**	**222,227,415**	**275,882,025**	**282,586,846**	**6,704,821**	**274,645,441**	**(7,941,405)**
Net County Cost	**32,507,207**	**40,962,715**	**57,954,528**	**59,007,779**	**1,053,251**	**60,123,807**	**1,116,028**
Salary Resolution	770.0	775.0	775.0	777.0	2.0	777.0	--
Funded FTE	770.0	775.0	775.0	777.0	2.0	777.0	--

Office of Agency Director (7010B)

Office of Agency Director (7010B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	67,337	60,022	112,872	115,713	2,841	115,713	--
Interfund Revenue	4,710	4,280	--	--	--	--	--
Miscellaneous Revenue	30,993	59,032	--	--	--	--	--
Total Revenue	**103,040**	**123,334**	**112,872**	**115,713**	**2,841**	**115,713**	**--**
Fund Balance	28,590,249	27,565,325	27,390,331	30,572,292	3,181,961	27,584,946	(2,987,346)
Total Sources	**28,693,289**	**27,688,659**	**27,503,203**	**30,688,005**	**3,184,802**	**27,700,659**	**(2,987,346)**
Salaries and Benefits	13,520,257	14,419,316	17,341,999	18,337,640	995,641	17,700,714	(636,926)
Services and Supplies	3,440,420	3,853,146	6,460,670	7,303,233	842,563	6,170,118	(1,133,115)
Other Charges	6,232,224	3,446,874	3,364,487	4,346,733	982,246	4,431,688	84,955
Reclassification of Expenses	--	--	(26,233,738)	(27,008,724)	(774,986)	(28,036,309)	(1,027,585)
Fixed Assets	151,190	137	250,000	250,000	--	--	(250,000)
Other Financing Uses	766	2,053	2,054	4,125	2,071	4,199	74
Gross Appropriations	**23,344,858**	**21,721,526**	**1,185,472**	**3,233,007**	**2,047,535**	**270,410**	**(2,962,597)**
Intrafund Transfers	(20,089,636)	(21,263,585)	--	--	--	--	--
Net Appropriations	**3,255,222**	**457,941**	**1,185,472**	**3,233,007**	**2,047,535**	**270,410**	**(2,962,597)**
Contingencies/Dept Reserves	22,897,105	25,169,985	25,845,247	27,584,946	1,739,699	27,584,946	--
Total Requirements	**26,152,327**	**25,627,926**	**27,030,719**	**30,817,953**	**3,787,234**	**27,855,356**	**(2,962,597)**
Net County Cost	**(2,540,962)**	**(2,060,733)**	**(472,484)**	**129,948**	**602,432**	**154,697**	**24,749**
Salary Resolution	95.0	93.0	92.5	94.5	2.0	94.5	--
Funded FTE	95.0	93.0	92.5	94.5	2.0	94.5	--

Economic Self-Sufficiency (7220B)

Economic Self-Sufficiency (7220B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	150,000	154,500	159,135	159,135	--	159,135	--
Intergovernmental Revenues	59,777,395	65,939,801	63,652,042	65,414,113	1,762,071	65,809,014	394,901
Miscellaneous Revenue	339,014	265,190	235,000	235,000	--	235,000	--
Total Revenue	**60,266,409**	**66,359,491**	**64,046,177**	**65,808,248**	**1,762,071**	**66,203,149**	**394,901**
Fund Balance	1,593,125	1,244,938	1,365,990	2,074,910	708,920	--	(2,074,910)
Total Sources	**61,859,534**	**67,604,429**	**65,412,167**	**67,883,158**	**2,470,991**	**66,203,149**	**(1,680,009)**
Salaries and Benefits	46,499,074	50,322,744	56,614,498	57,561,329	946,831	57,679,086	117,757
Services and Supplies	18,820,407	19,622,789	4,559,252	5,242,225	682,973	3,296,561	(1,945,664)
Other Charges	5,636,736	5,772,562	6,194,593	5,595,221	(599,372)	5,710,875	115,654
Reclassification of Expenses	--	--	16,028,760	16,414,970	386,210	17,154,945	739,975
Fixed Assets	75,449	--	125,000	125,000	--	--	(125,000)
Other Financing Uses	329,092	166,725	185,615	163,440	(22,175)	164,244	804
Gross Appropriations	**71,360,757**	**75,884,820**	**83,707,718**	**85,102,185**	**1,394,467**	**84,005,711**	**(1,096,474)**
Intrafund Transfers	--	(2,751)	--	--	--	--	--
Net Appropriations	**71,360,757**	**75,882,069**	**83,707,718**	**85,102,185**	**1,394,467**	**84,005,711**	**(1,096,474)**
Total Requirements	**71,360,757**	**75,882,069**	**83,707,718**	**85,102,185**	**1,394,467**	**84,005,711**	**(1,096,474)**
Net County Cost	**9,501,224**	**8,277,639**	**18,295,551**	**17,219,027**	**(1,076,524)**	**17,802,562**	**583,535**
Salary Resolution	368.0	367.0	369.0	369.0	--	369.0	--
Funded FTE	368.0	367.0	369.0	369.0	--	369.0	--

Aid Payments (7240B)

Aid Payments (7240B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	13,303,397	10,343,443	17,053,244	16,053,244	(1,000,000)	16,053,244	--
Miscellaneous Revenue	73,394	83,348	55,000	55,000	--	55,000	--
Total Revenue	**13,376,792**	**10,426,791**	**17,108,244**	**16,108,244**	**(1,000,000)**	**16,108,244**	**—**
Total Sources	**13,376,792**	**10,426,791**	**17,108,244**	**16,108,244**	**(1,000,000)**	**16,108,244**	**—**
Services and Supplies	7,500	11,250	15,000	15,000	--	15,000	--
Other Charges	11,645,346	12,927,203	19,499,554	18,499,554	(1,000,000)	18,499,554	--
Reclassification of Expenses	--	--	2,792,154	2,792,154	--	2,792,154	--
Gross Appropriations	**11,652,846**	**12,938,453**	**22,306,708**	**21,306,708**	**(1,000,000)**	**21,306,708**	**—**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**11,652,846**	**12,938,453**	**22,306,708**	**21,306,708**	**(1,000,000)**	**21,306,708**	**—**
Total Requirements	**11,652,846**	**12,938,453**	**22,306,708**	**21,306,708**	**(1,000,000)**	**21,306,708**	**—**
Net County Cost	**(1,723,945)**	**2,511,662**	**5,198,464**	**5,198,464**	**—**	**5,198,464**	**—**

Employment Services (7320B)

Employment Services (7320B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	12,747,223	12,442,084	18,875,188	19,410,889	535,701	19,362,488	(48,401)
Miscellaneous Revenue	45,545	61,349	--	--	--	--	--
Total Revenue	**12,792,768**	**12,503,433**	**18,875,188**	**19,410,889**	**535,701**	**19,362,488**	**(48,401)**
Fund Balance	1,767,756	1,617,072	718,725	356,345	(362,380)	313,335	(43,010)
Total Sources	**14,560,524**	**14,120,505**	**19,593,913**	**19,767,234**	**173,321**	**19,675,823**	**(91,411)**
Salaries and Benefits	5,658,668	5,619,346	8,031,641	7,981,321	(50,320)	8,039,257	57,936
Services and Supplies	5,044,333	6,466,307	3,753,177	3,841,957	88,780	3,757,379	(84,578)
Other Charges	4,725,451	4,524,634	6,201,226	6,118,829	(82,397)	6,139,287	20,458
Reclassification of Expenses	--	--	3,760,510	3,922,343	161,833	3,890,070	(32,273)
Fixed Assets	4,777	--	--	--	--	--	--
Other Financing Uses	126,105	56,087	61,551	54,785	(6,766)	55,019	234
Gross Appropriations	**15,559,334**	**16,666,375**	**21,808,105**	**21,919,235**	**111,130**	**21,881,012**	**(38,223)**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**15,559,334**	**16,666,375**	**21,808,105**	**21,919,235**	**111,130**	**21,881,012**	**(38,223)**
Contingencies/Dept Reserves	313,335	313,335	313,335	313,335	--	313,335	--
Total Requirements	**15,872,669**	**16,979,710**	**22,121,440**	**22,232,570**	**111,130**	**22,194,347**	**(38,223)**
Net County Cost	**1,312,146**	**2,859,205**	**2,527,527**	**2,465,336**	**(62,191)**	**2,518,524**	**53,188**
Salary Resolution	53.0	54.0	54.0	54.0	--	54.0	--
Funded FTE	53.0	54.0	54.0	54.0	--	54.0	--

Vocational Rehab Services (7330B)

Vocational Rehab Services (7330B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	--	--	--	--	--
Intergovernmental Revenues	677,897	728,874	890,925	800,000	(90,925)	750,000	(50,000)
Charges for Services	2,473,220	2,838,034	2,838,304	2,260,000	(578,304)	2,260,000	--
Interfund Revenue	4,745	5,363	5,000	5,000	--	5,000	--
Miscellaneous Revenue	220,357	208,535	250,000	249,997	(3)	384,777	134,780
Total Revenue	**3,376,219**	**3,780,807**	**3,984,229**	**3,314,997**	**(669,232)**	**3,399,777**	**84,780**
Fund Balance	--	125,000	125,000	1,025,000	900,000	--	(1,025,000)
Total Sources	**3,376,219**	**3,905,807**	**4,109,229**	**4,339,997**	**230,768**	**3,399,777**	**(940,220)**
Salaries and Benefits	3,976,629	4,022,176	5,538,751	5,526,038	(12,713)	5,580,135	54,097
Services and Supplies	4,899,560	4,467,906	4,413,754	4,635,485	221,731	3,809,136	(826,349)
Other Charges	1,125,196	1,165,359	1,192,319	1,372,949	180,630	1,396,520	23,571
Reclassification of Expenses	--	--	(3,228,459)	(3,492,727)	(264,268)	(3,411,411)	81,316
Fixed Assets	74,491	36,505	125,000	195,000	70,000	--	(195,000)
Other Financing Uses	--	--	--	--	--	--	--
Gross Appropriations	**10,075,877**	**9,691,947**	**8,041,365**	**8,236,745**	**195,380**	**7,374,380**	**(862,365)**
Intrafund Transfers	(4,650,184)	(4,387,935)	(1,322,569)	(1,310,000)	12,569	(1,310,000)	--
Net Appropriations	**5,425,693**	**5,304,011**	**6,718,796**	**6,926,745**	**207,949**	**6,064,380**	**(862,365)**
Total Requirements	**5,425,693**	**5,304,011**	**6,718,796**	**6,926,745**	**207,949**	**6,064,380**	**(862,365)**
Net County Cost	**2,049,474**	**1,398,205**	**2,609,567**	**2,586,748**	**(22,819)**	**2,664,603**	**77,855**
Salary Resolution	35.0	35.0	34.0	34.0	--	34.0	--
Funded FTE	35.0	35.0	34.0	34.0	--	34.0	--

Children and Family Services (7420B)

Children and Family Services (7420B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	3,078,325	2,826,685	3,616,150	4,616,150	1,000,000	3,616,150	(1,000,000)
Intergovernmental Revenues	42,346,135	40,950,739	58,117,003	63,220,146	5,103,143	63,224,459	4,313
Charges for Services	--	2,088	--	--	--	--	--
Miscellaneous Revenue	548,651	546,319	520,248	428,418	(91,830)	428,418	--
Total Revenue	**45,973,111**	**44,325,831**	**62,253,401**	**68,264,714**	**6,011,313**	**67,269,027**	**(995,687)**
Fund Balance	1,030,120	3,113,320	4,883,940	1,918,400	(2,965,540)	793,320	(1,125,080)
Total Sources	**47,003,231**	**47,439,151**	**67,137,341**	**70,183,114**	**3,045,773**	**68,062,347**	**(2,120,767)**
Salaries and Benefits	27,241,748	29,276,967	38,944,941	38,919,311	(25,630)	39,462,699	543,388
Services and Supplies	14,938,755	15,417,824	18,766,357	21,232,371	2,466,014	19,241,504	(1,990,867)
Other Charges	21,612,740	22,492,703	23,885,429	24,067,696	182,267	23,885,326	(182,370)
Reclassification of Expenses	--	--	7,059,062	7,736,728	677,666	7,982,004	245,276
Fixed Assets	10,397	--	--	150,000	150,000	--	(150,000)
Other Financing Uses	721,519	1,217,382	599,152	588,782	(10,370)	589,293	511
Gross Appropriations	**64,525,160**	**68,404,875**	**89,254,941**	**92,694,888**	**3,439,947**	**91,160,826**	**(1,534,062)**
Intrafund Transfers	(671,614)	(601,310)	(864,229)	(719,353)	144,876	(726,153)	(6,800)
Net Appropriations	**63,853,546**	**67,803,565**	**88,390,712**	**91,975,535**	**3,584,823**	**90,434,673**	**(1,540,862)**
Contingencies/Dept Reserves	793,320	793,320	793,320	793,320	--	793,320	--
Total Requirements	**64,646,866**	**68,596,885**	**89,184,032**	**92,768,855**	**3,584,823**	**91,227,993**	**(1,540,862)**
Net County Cost	**17,643,635**	**21,157,734**	**22,046,691**	**22,585,741**	**539,050**	**23,165,646**	**579,905**
Salary Resolution	205.0	211.0	210.0	210.0	--	210.0	--
Funded FTE	205.0	211.0	210.0	210.0	--	210.0	--

Homeless and Safety Net Services (7510B)

Homeless and Safety Net Services (7510B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	7,239,494	6,660,028	7,940,787	8,148,962	208,175	8,148,962	--
Intergovernmental Revenues	679,664	1,072,076	6,325,752	3,784,206	(2,541,546)	4,067,247	283,041
Interfund Revenue	194,867	163,571	--	--	--	--	--
Miscellaneous Revenue	8,336	466	305,805	342,059	36,254	421,338	79,279
Total Revenue	**8,122,361**	**7,896,141**	**14,572,344**	**12,275,227**	**(2,297,117)**	**12,637,547**	**362,320**
Fund Balance	235,772	1,578,165	1,678,165	1,600,000	(78,165)	--	(1,600,000)
Total Sources	**8,358,133**	**9,474,306**	**16,250,509**	**13,875,227**	**(2,375,282)**	**12,637,547**	**(1,237,680)**
Salaries and Benefits	963,522	1,333,932	1,652,154	1,811,006	158,852	1,903,852	92,846
Services and Supplies	12,138,443	13,148,176	17,623,244	15,726,197	(1,897,047)	15,726,192	(5)
Other Charges	335,962	552,852	771,777	1,731,828	960,051	1,793,177	61,349
Reclassification of Expenses	--	--	673,080	521,080	(152,000)	521,080	--
Other Financing Uses	477,735	476,002	2,049,679	1,735,541	(314,138)	138,699	(1,596,842)
Gross Appropriations	**13,915,662**	**15,510,962**	**22,769,934**	**21,525,652**	**(1,244,282)**	**20,083,000**	**(1,442,652)**
Intrafund Transfers	(599,561)	(737,157)	(115,057)	(107,000)	8,057	(107,000)	--
Net Appropriations	**13,316,101**	**14,773,805**	**22,654,877**	**21,418,652**	**(1,236,225)**	**19,976,000**	**(1,442,652)**
Total Requirements	**13,316,101**	**14,773,805**	**22,654,877**	**21,418,652**	**(1,236,225)**	**19,976,000**	**(1,442,652)**
Net County Cost	**4,957,969**	**5,299,499**	**6,404,368**	**7,543,425**	**1,139,057**	**7,338,453**	**(204,972)**
Salary Resolution	7.0	7.0	7.0	7.0	--	7.0	--
Funded FTE	7.0	7.0	7.0	7.0	--	7.0	--

Community Capacity (7520B)

Community Capacity (7520B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	304,564	415,620	433,413	430,388	(3,025)	430,388	--
Intergovernmental Revenues	165,111	83,987	67,278	70,000	2,722	70,000	--
Miscellaneous Revenue	104,899	105,445	237,200	233,700	(3,500)	233,700	--
Total Revenue	**574,573**	**605,052**	**737,891**	**734,088**	**(3,803)**	**734,088**	**--**
Fund Balance	--	--	75,000	--	(75,000)	--	--
Total Sources	**574,573**	**605,052**	**812,891**	**734,088**	**(78,803)**	**734,088**	**--**
Salaries and Benefits	1,273,386	1,491,636	1,666,120	1,643,376	(22,744)	1,645,774	2,398
Services and Supplies	980,383	1,066,131	961,926	843,245	(118,681)	850,128	6,883
Other Charges	262,082	294,326	486,919	518,236	31,317	517,506	(730)
Reclassification of Expenses	--	--	(851,369)	(885,824)	(34,455)	(892,533)	(6,709)
Other Financing Uses	--	134	139	145	6	71	(74)
Gross Appropriations	**2,515,851**	**2,852,228**	**2,263,735**	**2,119,178**	**(144,557)**	**2,120,946**	**1,768**
Intrafund Transfers	(633,610)	(727,672)	(106,000)	(106,000)	--	(106,000)	--
Net Appropriations	**1,882,241**	**2,124,556**	**2,157,735**	**2,013,178**	**(144,557)**	**2,014,946**	**1,768**
Total Requirements	**1,882,241**	**2,124,556**	**2,157,735**	**2,013,178**	**(144,557)**	**2,014,946**	**1,768**
Net County Cost	**1,307,668**	**1,519,504**	**1,344,844**	**1,279,090**	**(65,754)**	**1,280,858**	**1,768**
Salary Resolution	7.0	8.0	8.5	8.5	--	8.5	--
Funded FTE	7.0	8.0	8.5	8.5	--	8.5	--

Department of Child Support Services (2600B)

Department of Child Support Services (2600B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	11,405,390	11,643,890	9,927,860	9,927,860	--	9,927,860	--
Miscellaneous Revenue	--	--	1,474,148	493,591	(980,557)	549,954	56,363
Total Revenue	**11,405,390**	**11,643,890**	**11,402,008**	**10,421,451**	**(980,557)**	**10,477,814**	**56,363**
Total Sources	**11,405,390**	**11,643,890**	**11,402,008**	**10,421,451**	**(980,557)**	**10,477,814**	**56,363**
Salaries and Benefits	9,903,777	10,270,962	10,995,588	11,020,109	24,521	11,096,318	76,209
Services and Supplies	576,625	474,519	201,050	222,603	21,553	222,603	--
Other Charges	671,171	643,049	716,708	651,375	(65,333)	662,626	11,251
Other Financing Uses	253,817	255,360	248,071	196,989	(51,082)	198,069	1,080
Gross Appropriations	**11,405,390**	**11,643,890**	**12,161,417**	**12,091,076**	**(70,341)**	**12,179,616**	**88,540**
Intrafund Transfers	--	--	(759,409)	(1,669,625)	(910,216)	(1,701,802)	(32,177)
Net Appropriations	**11,405,390**	**11,643,890**	**11,402,008**	**10,421,451**	**(980,557)**	**10,477,814**	**56,363**
Total Requirements	**11,405,390**	**11,643,890**	**11,402,008**	**10,421,451**	**(980,557)**	**10,477,814**	**56,363**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	73.0	68.0	67.0	69.0	2.0	69.0	--
Funded FTE	73.0	68.0	66.5	68.9	2.4	68.9	--

Planning and Building (3800B)

Planning and Building (3800B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	28,034	(41,775)	827,257	145,874	(681,383)	145,874	--
Licenses, Permits and Franchises	3,610,608	3,148,784	3,663,102	3,663,102	--	4,439,310	776,208
Fines, Forfeitures and Penalties	7,998	1,872	--	--	--	--	--
Charges for Services	1,916,551	1,859,962	2,052,988	2,227,661	174,673	2,680,586	452,925
Interfund Revenue	18,858	52,874	104,275	104,275	--	104,275	--
Miscellaneous Revenue	211,967	326,038	418,100	418,100	--	1,052,546	634,446
Total Revenue	**5,794,016**	**5,347,755**	**7,065,722**	**6,559,012**	**(506,710)**	**8,422,591**	**1,863,579**
Fund Balance	2,408,584	2,780,398	2,674,820	2,674,820	--	1,165,956	(1,508,864)
Total Sources	**8,202,600**	**8,128,153**	**9,740,542**	**9,233,832**	**(506,710)**	**9,588,547**	**354,715**
Salaries and Benefits	9,056,708	9,558,549	12,964,300	12,950,032	(14,268)	13,086,810	136,778
Services and Supplies	1,472,099	1,187,503	2,214,295	1,557,742	(656,553)	1,952,254	394,512
Other Charges	953,406	987,912	1,242,135	1,176,197	(65,938)	1,209,946	33,749
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	--	--	25,000	--	(25,000)	--	--
Other Financing Uses	37,203	50,348	54,812	54,812	--	54,812	--
Gross Appropriations	**11,519,416**	**11,784,311**	**16,500,542**	**15,738,783**	**(761,759)**	**16,303,822**	**565,039**
Intrafund Transfers	(337,384)	(336,214)	(633,507)	(336,214)	297,293	(336,214)	--
Net Appropriations	**11,182,032**	**11,448,097**	**15,867,035**	**15,402,569**	**(464,466)**	**15,967,608**	**565,039**
Contingencies/Dept Reserves	1,190,956	1,190,956	1,165,956	1,165,956	--	1,165,956	--
Total Requirements	**12,372,988**	**12,639,053**	**17,032,991**	**16,568,525**	**(464,466)**	**17,133,564**	**565,039**
Net County Cost	**4,170,388**	**4,510,901**	**7,292,449**	**7,334,693**	**42,244**	**7,545,017**	**210,324**
Salary Resolution	58.0	67.0	67.0	67.0	--	67.0	--
Funded FTE	58.0	67.0	66.7	66.4	(0.3)	66.4	--

Administration and Support (3810P)

Administration and Support (3810P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	--	--	--	--	--
Charges for Services	2,800	--	--	38,000	38,000	38,000	--
Interfund Revenue	15,682	26,140	--	--	--	--	--
Miscellaneous Revenue	89,725	79,044	120,000	120,000	--	120,000	--
Total Revenue	**108,207**	**105,184**	**120,000**	**158,000**	**38,000**	**158,000**	**--**
Fund Balance	2,408,584	2,780,398	2,674,820	2,674,820	--	1,165,956	(1,508,864)
Total Sources	**2,516,791**	**2,885,582**	**2,794,820**	**2,832,820**	**38,000**	**1,323,956**	**(1,508,864)**
Salaries and Benefits	2,420,359	2,650,945	4,028,963	4,094,618	65,655	4,116,010	21,392
Services and Supplies	(1,831,630)	368,366	793,237	699,726	(93,511)	477,226	(222,500)
Other Charges	748,714	769,401	807,504	772,842	(34,662)	793,294	20,452
Reclassification of Expenses	--	(2,411,231)	(2,411,231)	(5,463,998)	(3,052,767)	(5,505,842)	(41,844)
Fixed Assets	--	--	25,000	--	(25,000)	--	--
Other Financing Uses	37,203	50,348	54,812	54,812	--	54,812	--
Gross Appropriations	**1,374,647**	**1,427,829**	**3,298,285**	**158,000**	**(3,140,285)**	**(64,500)**	**(222,500)**
Intrafund Transfers	--	--	(491,231)	--	491,231	--	--
Net Appropriations	**1,374,647**	**1,427,829**	**2,807,054**	**158,000**	**(2,649,054)**	**(64,500)**	**(222,500)**
Contingencies/Dept Reserves	1,190,956	1,190,956	1,165,956	1,165,956	--	1,165,956	--
Total Requirements	**2,565,603**	**2,618,785**	**3,973,010**	**1,323,956**	**(2,649,054)**	**1,101,456**	**(222,500)**
Net County Cost	**48,812**	**(266,797)**	**1,178,190**	**(1,508,864)**	**(2,687,054)**	**(222,500)**	**1,286,364**
Salary Resolution	14.0	19.0	19.0	19.0	--	19.0	--
Funded FTE	14.0	19.0	18.9	19.0	0.1	19.0	--

Code Compliance Program (3820P)

Code Compliance Program (3820P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Miscellaneous Revenue	--	186,690	180,000	180,000	--	202,446	22,446
Total Revenue	**--**	**186,690**	**180,000**	**180,000**	**--**	**202,446**	**22,446**
Total Sources	**--**	**186,690**	**180,000**	**180,000**	**--**	**202,446**	**22,446**
Salaries and Benefits	720,289	720,313	1,467,773	1,320,455	(147,318)	1,334,842	14,387
Services and Supplies	407,618	6,452	15,200	16,750	1,550	16,750	--
Other Charges	48,222	(5,854)	91,007	88,371	(2,636)	93,086	4,715
Reclassification of Expenses	--	392,526	392,526	801,156	408,630	807,291	6,135
Gross Appropriations	**1,176,129**	**1,113,436**	**1,966,506**	**2,226,732**	**260,226**	**2,251,969**	**25,237**
Intrafund Transfers							
Net Appropriations	**1,176,129**	**1,113,436**	**1,966,506**	**2,226,732**	**260,226**	**2,251,969**	**25,237**
Total Requirements	**1,176,129**	**1,113,436**	**1,966,506**	**2,226,732**	**260,226**	**2,251,969**	**25,237**
Net County Cost	**1,176,129**	**926,747**	**1,786,506**	**2,046,732**	**260,226**	**2,049,523**	**2,791**
Salary Resolution	7.0	7.0	7.0	7.0	--	7.0	--
Funded FTE	7.0	7.0	6.9	7.0	0.1	7.0	--

Long Range Planning Services (3830P)

Long Range Planning Services (3830P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	28,034	(45,404)	827,257	145,874	(681,383)	145,874	--
Charges for Services	9,639	5,896	10,000	10,000	--	10,000	--
Interfund Revenue	--	--	104,275	104,275	--	104,275	--
Miscellaneous Revenue	116,599	--	--	--	--	610,000	610,000
Total Revenue	**154,272**	**(39,508)**	**941,532**	**260,149**	**(681,383)**	**870,149**	**610,000**
Fund Balance	--	--	--	--	--	--	--
Total Sources	**154,272**	**(39,508)**	**941,532**	**260,149**	**(681,383)**	**870,149**	**610,000**
Salaries and Benefits	597,206	396,749	692,077	699,496	7,419	710,353	10,857
Services and Supplies	378,568	83,279	950,375	374,743	(575,632)	921,458	546,715
Other Charges	22,887	38,919	10,935	15,466	4,531	15,664	198
Reclassification of Expenses	--	112,150	112,150	340,059	227,909	342,663	2,604
Gross Appropriations	**998,661**	**631,097**	**1,765,537**	**1,429,764**	**(335,773)**	**1,990,138**	**560,374**
Intrafund Transfers	(336,210)	(326,684)	10,000	(326,684)	(336,684)	(326,684)	--
Net Appropriations	**662,450**	**304,412**	**1,775,537**	**1,103,080**	**(672,457)**	**1,663,454**	**560,374**
Total Requirements	**662,450**	**304,412**	**1,775,537**	**1,103,080**	**(672,457)**	**1,663,454**	**560,374**
Net County Cost	**508,178**	**343,921**	**834,005**	**842,931**	**8,926**	**793,305**	**(49,626)**
Salary Resolution	2.0	3.0	3.0	3.0	--	3.0	--
Funded FTE	2.0	3.0	2.9	3.0	0.1	3.0	--

Building Inspection (3842P)

Building Inspection (3842P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Licenses, Permits and Franchises	2,715,479	2,507,036	2,681,351	2,681,351	--	3,242,601	561,250
Fines, Forfeitures and Penalties	7,998	1,872	--	--	--	--	--
Charges for Services	1,145,879	1,232,763	1,788,811	1,890,484	101,673	2,243,409	352,925
Interfund Revenue	3,175	26,734	--	--	--	--	--
Miscellaneous Revenue	5,521	31,931	10,100	10,100	--	12,100	2,000
Total Revenue	**3,878,052**	**3,800,336**	**4,480,262**	**4,581,935**	**101,673**	**5,498,110**	**916,175**
Total Sources	**3,878,052**	**3,800,336**	**4,480,262**	**4,581,935**	**101,673**	**5,498,110**	**916,175**
Salaries and Benefits	2,705,754	2,957,654	3,600,812	3,605,297	4,485	3,642,794	37,497
Services and Supplies	1,370,607	380,025	290,000	295,705	5,705	295,705	--
Other Charges	114,137	83,371	224,614	193,381	(31,233)	200,604	7,223
Reclassification of Expenses	--	1,065,428	1,065,428	2,305,484	1,240,056	2,323,140	17,656
Fixed Assets	--	--	--	--	--	--	--
Gross Appropriations	**4,190,499**	**4,486,479**	**5,180,854**	**6,399,867**	**1,219,013**	**6,462,243**	**62,376**
Intrafund Transfers	(1,173)	(9,530)	(152,276)	(9,530)	142,746	(9,530)	--
Net Appropriations	**4,189,326**	**4,476,949**	**5,028,578**	**6,390,337**	**1,361,759**	**6,452,713**	**62,376**
Total Requirements	**4,189,326**	**4,476,949**	**5,028,578**	**6,390,337**	**1,361,759**	**6,452,713**	**62,376**
Net County Cost	**311,273**	**676,612**	**548,316**	**1,808,402**	**1,260,086**	**954,603**	**(853,799)**
Salary Resolution	19.0	20.0	20.0	20.0	--	20.0	--
Funded FTE	19.0	20.0	20.0	20.0	--	20.0	--

Planning and Development Review (3843P)

Planning and Development Review (3843P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	3,629	--	--	--	--	--
Licenses, Permits and Franchises	895,129	641,748	981,751	981,751	--	1,196,709	214,958
Charges for Services	758,233	621,303	254,177	289,177	35,000	389,177	100,000
Miscellaneous Revenue	122	28,372	108,000	108,000	--	108,000	--
Total Revenue	**1,653,484**	**1,295,053**	**1,343,928**	**1,378,928**	**35,000**	**1,693,886**	**314,958**
Fund Balance	--	--	--	--	--	--	--
Total Sources	**1,653,484**	**1,295,053**	**1,343,928**	**1,378,928**	**35,000**	**1,693,886**	**314,958**
Salaries and Benefits	2,613,099	2,832,888	3,174,675	3,230,166	55,491	3,282,811	52,645
Services and Supplies	1,146,935	349,381	165,483	170,818	5,335	241,115	70,297
Other Charges	19,446	102,075	108,075	106,137	(1,938)	107,298	1,161
Reclassification of Expenses	--	841,127	841,127	2,017,299	1,176,172	2,032,748	15,449
Gross Appropriations	**3,779,480**	**4,125,471**	**4,289,360**	**5,524,420**	**1,235,060**	**5,663,972**	**139,552**
Intrafund Transfers							
Net Appropriations	**3,779,480**	**4,125,471**	**4,289,360**	**5,524,420**	**1,235,060**	**5,663,972**	**139,552**
Total Requirements	**3,779,480**	**4,125,471**	**4,289,360**	**5,524,420**	**1,235,060**	**5,663,972**	**139,552**
Net County Cost	**2,125,996**	**2,830,418**	**2,945,432**	**4,145,492**	**1,200,060**	**3,970,086**	**(175,406)**
Salary Resolution	16.0	18.0	18.0	18.0	--	18.0	--
Funded FTE	16.0	18.0	18.0	17.5	(0.5)	17.5	--

Local Agency Formation Commission (3570B)

Local Agency Formation Commission (3570B)
Local Agency Formation Commission Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	--	--	--	--	--
Use of Money and Property	(966)	(1,452)	--	--	--	--	--
Intergovernmental Revenues	277,034	327,370	362,958	421,695	58,737	503,835	82,140
Charges for Services	14,424	20,040	28,000	30,000	2,000	30,000	--
Interfund Revenue	143,447	163,885	181,479	210,848	29,369	251,918	41,070
Miscellaneous Revenue	--	37,217	4,000	134,000	130,000	4,000	(130,000)
Total Revenue	**433,939**	**547,060**	**576,437**	**796,543**	**220,106**	**789,753**	**(6,790)**
Fund Balance	129,411	148,836	152,367	100,008	(52,359)	61,131	(38,877)
Total Sources	**563,350**	**695,896**	**728,804**	**896,551**	**167,747**	**850,884**	**(45,667)**
Salaries and Benefits	352,673	457,711	468,604	481,102	12,498	481,686	584
Services and Supplies	17,192	43,726	119,904	268,653	148,749	220,508	(48,145)
Other Charges	44,650	42,091	79,165	85,665	6,500	87,559	1,894
Gross Appropriations	**414,515**	**543,528**	**667,673**	**835,420**	**167,747**	**789,753**	**(45,667)**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**414,515**	**543,528**	**667,673**	**835,420**	**167,747**	**789,753**	**(45,667)**
Contingencies/Dept Reserves	148,835	152,367	61,131	61,131	--	61,131	--
Total Requirements	**563,350**	**695,896**	**728,804**	**896,551**	**167,747**	**850,884**	**(45,667)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	2.0	2.0	2.0	2.0	--	2.0	--
Funded FTE	2.0	2.0	2.0	2.0	--	2.0	--

Parks Administration (3900B)

Parks Administration (3900B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	2,343,541	4,586,788	5,499,673	3,914,262	(1,585,411)	3,394,262	(520,000)
Licenses, Permits and Franchises	--	--	--	--	--	--	--
Fines, Forfeitures and Penalties	12,638	8,024	8,000	8,000	--	8,000	--
Use of Money and Property	147,299	152,740	219,599	223,878	4,279	228,768	4,890
Intergovernmental Revenues	19,669	55,373	89,872	27,000	(62,872)	27,000	--
Charges for Services	2,202,474	1,241,116	892,080	1,669,896	777,816	1,923,507	253,611
Interfund Revenue	43,517	945	999	999	--	999	--
Miscellaneous Revenue	356,923	90,798	108,918	99,918	(9,000)	99,918	--
Other Financing Sources	3,777	67,335	922,751	416,870	(505,881)	141,000	(275,870)
Total Revenue	**5,129,837**	**6,203,118**	**7,741,892**	**6,360,823**	**(1,381,069)**	**5,823,454**	**(537,369)**
Fund Balance	3,050,030	3,169,601	3,063,792	2,599,501	(464,291)	2,599,501	--
Total Sources	**8,179,867**	**9,372,719**	**10,805,684**	**8,960,324**	**(1,845,360)**	**8,422,955**	**(537,369)**
Salaries and Benefits	10,325,071	11,916,275	13,088,461	13,709,337	620,876	13,797,511	88,174
Services and Supplies	4,087,899	4,698,616	7,176,842	4,310,497	(2,866,345)	4,413,110	102,613
Other Charges	2,184,662	2,959,579	2,219,146	2,376,925	157,779	2,385,147	8,222
Fixed Assets	1,427,337	666,083	379,567	650,000	270,433	100,000	(550,000)
Other Financing Uses	9,685	678,974	12,787	12,739	(48)	12,739	--
Gross Appropriations	**18,034,654**	**20,919,526**	**22,876,803**	**21,059,498**	**(1,817,305)**	**20,708,507**	**(350,991)**
Intrafund Transfers	(616,838)	(177,293)	(307,414)	(50,000)	257,414	(50,000)	--
Net Appropriations	**17,417,816**	**20,742,233**	**22,569,389**	**21,009,498**	**(1,559,891)**	**20,658,507**	**(350,991)**
Contingencies/Dept Reserves	2,130,357	2,459,722	2,526,759	2,599,501	72,742	2,599,501	--
Total Requirements	**19,548,173**	**23,201,955**	**25,096,148**	**23,608,999**	**(1,487,149)**	**23,258,008**	**(350,991)**
Net County Cost	**11,368,305**	**13,829,237**	**14,290,464**	**14,648,675**	**358,211**	**14,835,053**	**186,378**
Salary Resolution	72.0	74.0	74.0	74.0	--	74.0	--
Funded FTE	72.0	73.8	74.0	74.0	--	74.0	--

Fish and Game (3950B)

Fish and Game (3950B)
Fish and Game Propagation Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Fines, Forfeitures and Penalties	1,950	1,030	1,500	1,500	--	1,500	--
Use of Money and Property	1,281	1,143	500	500	--	500	--
Total Revenue	**3,231**	**2,174**	**2,000**	**2,000**	**—**	**2,000**	**—**
Fund Balance	56,666	59,897	62,071	54,071	(8,000)	54,071	--
Total Sources	**59,897**	**62,071**	**64,071**	**56,071**	**(8,000)**	**56,071**	**—**
Services and Supplies	--	--	10,000	2,000	(8,000)	2,000	--
Gross Appropriations	**—**	**—**	**10,000**	**2,000**	**(8,000)**	**2,000**	**—**
Intrafund Transfers							
Net Appropriations	**—**	**—**	**10,000**	**2,000**	**(8,000)**	**2,000**	**—**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	59,897	62,071	54,071	54,071	--	54,071	--
Total Requirements	**59,897**	**62,071**	**64,071**	**56,071**	**(8,000)**	**56,071**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Parks Acquisition and Development (3970B)

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,623,232	--	--	--	--	--	--
Use of Money and Property	33,510	11,384	1,500	--	(1,500)	--	--
Intergovernmental Revenues	--	--	--	--	--	--	--
Miscellaneous Revenue	25,000	--	--	--	--	--	--
Other Financing Sources	23,486	--	--	--	--	--	--
Total Revenue	**1,705,228**	**11,384**	**1,500**	**—**	**(1,500)**	**—**	**—**
Fund Balance	2,537,256	1,783,746	203,128	--	(203,128)	--	--
Total Sources	**4,242,484**	**1,795,130**	**204,628**	**—**	**(204,628)**	**—**	**—**
Services and Supplies	812,254	--	--	--	--	--	--
Other Charges	690,000	--	--	--	--	--	--
Fixed Assets	136,041	--	--	--	--	--	--
Other Financing Uses	820,444	1,592,002	204,628	--	(204,628)	--	--
Gross Appropriations	**2,458,738**	**1,592,002**	**204,628**	**—**	**(204,628)**	**—**	**—**
Intrafund Transfers							
Net Appropriations	**2,458,738**	**1,592,002**	**204,628**	**—**	**(204,628)**	**—**	**—**
Non-General Fund Reserves	1,783,746	203,128	--	--	--	--	--
Total Requirements	**4,242,484**	**1,795,130**	**204,628**	**—**	**(204,628)**	**—**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Coyote Point Marina (3980B)

Coyote Point Marina (3980B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	47,155	48,067	8,000	20,000	12,000	20,000	--
Intergovernmental Revenues	43,958	--	17,130	--	(17,130)	--	--
Charges for Services	1,441,007	1,508,883	1,384,460	1,505,460	121,000	1,530,460	25,000
Miscellaneous Revenue	332	16,516	--	--	--	--	--
Total Revenue	**1,532,451**	**1,573,466**	**1,409,590**	**1,525,460**	**115,870**	**1,550,460**	**25,000**
Fund Balance	1,412,865	1,870,899	1,959,038	2,104,877	145,839	2,104,877	--
Total Sources	**2,945,316**	**3,444,364**	**3,368,628**	**3,630,337**	**261,709**	**3,655,337**	**25,000**
Salaries and Benefits	424,227	485,976	548,183	615,146	66,963	621,787	6,641
Services and Supplies	404,377	390,489	691,485	584,409	(107,076)	622,107	37,698
Other Charges	559,516	608,862	279,922	305,905	25,983	306,566	661
Fixed Assets	--	--	--	--	--	--	--
Other Financing Uses	--	--	40,000	20,000	(20,000)	--	(20,000)
Gross Appropriations	**1,388,120**	**1,485,327**	**1,559,590**	**1,525,460**	**(34,130)**	**1,550,460**	**25,000**
Intrafund Transfers							
Net Appropriations	**1,388,120**	**1,485,327**	**1,559,590**	**1,525,460**	**(34,130)**	**1,550,460**	**25,000**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	1,557,196	1,959,038	1,809,038	2,104,877	295,839	2,104,877	--
Total Requirements	**2,945,316**	**3,444,364**	**3,368,628**	**3,630,337**	**261,709**	**3,655,337**	**25,000**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	3.0	3.0	3.0	3.0	--	3.0	--
Funded FTE	3.0	3.0	2.9	3.0	0.1	3.0	--

Parks Capital Projects (3990B)

Parks Capital Projects (3990B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	4,163,352	11,427,501	6,561,776	(4,865,725)	3,750,000	(2,811,776)
Use of Money and Property	--	18,044	20,000	20,000	--	20,000	--
Intergovernmental Revenues	--	--	2,724,837	--	(2,724,837)	--	--
Miscellaneous Revenue	--	296,048	--	--	--	--	--
Other Financing Sources	--	3,716,972	28,957,492	6,687,016	(22,270,476)	13,746,180	7,059,164
Total Revenue	**—**	**8,194,416**	**43,129,830**	**13,268,792**	**(29,861,038)**	**17,516,180**	**4,247,388**
Fund Balance	--	--	1,915,154	1,795,154	(120,000)	1,795,154	--
Total Sources	**—**	**8,194,416**	**45,044,984**	**15,063,946**	**(29,981,038)**	**19,311,334**	**4,247,388**
Services and Supplies	--	1,309,075	2,937,700	20,000	(2,917,700)	20,000	--
Fixed Assets	--	3,426,441	29,848,283	5,810,300	(24,037,983)	--	(5,810,300)
Other Financing Uses	--	1,543,746	11,021,575	7,438,492	(3,583,083)	17,496,180	10,057,688
Gross Appropriations	**—**	**6,279,262**	**43,807,558**	**13,268,792**	**(30,538,766)**	**17,516,180**	**4,247,388**
Intrafund Transfers							
Net Appropriations	**—**	**6,279,262**	**43,807,558**	**13,268,792**	**(30,538,766)**	**17,516,180**	**4,247,388**
Non-General Fund Reserves	--	1,915,154	1,237,426	1,795,154	557,728	1,795,154	--
Total Requirements	**—**	**8,194,416**	**45,044,984**	**15,063,946**	**(29,981,038)**	**19,311,334**	**4,247,388**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

County Library (3700B)

County Library (3700B)
County Library Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	32,399,484	34,252,271	32,914,656	35,495,986	2,581,330	35,495,986	--
Use of Money and Property	542,914	555,759	155,042	395,542	240,500	395,542	--
Intergovernmental Revenues	471,481	475,325	367,925	178,000	(189,925)	178,000	--
Charges for Services	147,903	94,281	24,000	24,000	--	24,000	--
Interfund Revenue	1,276,333	342,900	315,570	808,841	493,271	808,841	--
Miscellaneous Revenue	763,196	572,807	158,000	242,538	84,538	242,538	--
Total Revenue	**35,601,311**	**36,293,342**	**33,935,193**	**37,144,907**	**3,209,714**	**37,144,907**	**--**
Fund Balance	23,619,388	27,859,743	32,484,732	27,811,311	(4,673,421)	24,670,466	(3,140,845)
Total Sources	**59,220,699**	**64,153,086**	**66,419,925**	**64,956,218**	**(1,463,707)**	**61,815,373**	**(3,140,845)**
Salaries and Benefits	17,376,673	17,181,680	19,790,444	21,923,337	2,132,893	22,045,301	121,964
Services and Supplies	26,155,687	26,181,062	20,554,885	14,825,095	(5,729,790)	13,383,792	(1,441,303)
Other Charges	1,948,436	2,009,647	2,162,685	1,699,662	(463,023)	1,699,662	--
Fixed Assets	--	687,750	1,733,396	1,821,506	88,110	--	(1,821,506)
Other Financing Uses	10,815	13,566	15,130	16,152	1,022	16,152	--
Gross Appropriations	**45,491,612**	**46,073,706**	**44,256,540**	**40,285,752**	**(3,970,788)**	**37,144,907**	**(3,140,845)**
Intrafund Transfers	(14,300,077)	(14,405,352)	--	--	--	--	--
Net Appropriations	**31,191,535**	**31,668,354**	**44,256,540**	**40,285,752**	**(3,970,788)**	**37,144,907**	**(3,140,845)**
Contingencies/Dept Reserves	9,233,424	10,550,540	4,264,763	4,464,763	200,000	4,464,763	--
Non-General Fund Reserves	18,795,740	21,934,192	17,898,622	20,205,703	2,307,081	20,205,703	--
Total Requirements	**59,220,699**	**64,153,086**	**66,419,925**	**64,956,218**	**(1,463,707)**	**61,815,373**	**(3,140,845)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	123.0	123.0	123.0	135.0	12.0	135.0	--
Funded FTE	111.4	109.7	109.8	120.2	10.4	120.2	--

Office of Sustainability (4000B)

Office of Sustainability (4000B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	348,335	486,849	663,259	1,380,068	716,809	1,380,068	--
Use of Money and Property	--	2	--	--	--	--	--
Intergovernmental Revenues	872,344	1,280,427	1,776,603	1,825,071	48,468	1,220,603	(604,468)
Charges for Services	306,880	213,700	125,000	125,000	--	125,000	--
Interfund Revenue	--	--	--	--	--	--	--
Miscellaneous Revenue	559,810	107,159	30,000	30,000	--	30,000	--
Other Financing Sources	1,042,616	859,796	1,393,517	1,425,710	32,193	1,425,710	--
Total Revenue	**3,129,985**	**2,947,933**	**3,988,379**	**4,785,849**	**797,470**	**4,181,381**	**(604,468)**
Fund Balance	2,063,772	3,823,580	3,392,322	3,294,322	(98,000)	3,205,156	(89,166)
Total Sources	**5,193,757**	**6,771,513**	**7,380,701**	**8,080,171**	**699,470**	**7,386,537**	**(693,634)**
Salaries and Benefits	4,236,616	3,795,827	5,709,450	5,521,142	(188,308)	5,529,113	7,971
Services and Supplies	4,572,855	5,317,416	7,273,757	8,286,428	1,012,671	7,875,413	(411,015)
Other Charges	468,308	541,206	1,390,530	1,300,640	(89,890)	800,921	(499,719)
Fixed Assets	--	32,215	--	--	--	--	--
Other Financing Uses	14,981	20,275	19,545	19,545	--	19,545	--
Gross Appropriations	**9,292,761**	**9,706,940**	**14,393,282**	**15,127,755**	**734,473**	**14,224,992**	**(902,763)**
Intrafund Transfers	(640,112)	--	(527,867)	(412,552)	115,315	(157,950)	254,602
Net Appropriations	**8,652,649**	**9,706,940**	**13,865,415**	**14,715,203**	**849,788**	**14,067,042**	**(648,161)**
Contingencies/Dept Reserves	1,461,804	1,805,386	1,235,145	1,235,145	--	1,235,145	--
Total Requirements	**10,114,453**	**11,512,326**	**15,100,560**	**15,950,348**	**849,788**	**15,302,187**	**(648,161)**
Net County Cost	**4,920,696**	**4,740,812**	**7,719,859**	**7,870,177**	**150,318**	**7,915,650**	**45,473**
Salary Resolution	21.0	18.0	18.0	19.0	1.0	19.0	--
Funded FTE	21.0	17.5	18.0	19.0	1.0	19.0	--

Administration (4010P)

Administration (4010P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	26,396	98,000	98,000	--	(98,000)	--	--
Use of Money and Property	--	2	--	--	--	--	--
Miscellaneous Revenue	615	45,087	--	--	--	--	--
Other Financing Sources	40,000	40,000	193,517	225,710	32,193	225,710	--
Total Revenue	**67,011**	**183,089**	**291,517**	**225,710**	**(65,807)**	**225,710**	**--**
Fund Balance	1,811,804	1,805,386	1,689,048	1,689,048	--	1,689,048	--
Total Sources	**1,878,815**	**1,988,475**	**1,980,565**	**1,914,758**	**(65,807)**	**1,914,758**	**--**
Salaries and Benefits	1,680,959	1,144,750	1,058,782	1,382,805	324,023	1,389,786	6,981
Services and Supplies	243,044	429,139	401,255	266,028	(135,227)	277,267	11,239
Other Charges	217,611	297,809	792,530	800,640	8,110	800,921	281
Fixed Assets	--	32,215	--	--	--	--	--
Other Financing Uses	14,981	20,275	19,545	19,545	--	19,545	--
Gross Appropriations	**2,156,596**	**1,924,188**	**2,272,112**	**2,469,018**	**196,906**	**2,487,519**	**18,501**
Intrafund Transfers	(107,929)	--	(30,000)	(30,000)	--	(30,000)	--
Net Appropriations	**2,048,667**	**1,924,188**	**2,242,112**	**2,439,018**	**196,906**	**2,457,519**	**18,501**
Contingencies/Dept Reserves	1,461,804	1,805,386	1,235,145	1,235,145	--	1,235,145	--
Total Requirements	**3,510,471**	**3,729,574**	**3,477,257**	**3,674,163**	**196,906**	**3,692,664**	**18,501**
Net County Cost	**1,631,656**	**1,741,099**	**1,496,692**	**1,759,405**	**262,713**	**1,777,906**	**18,501**
Salary Resolution	10.0	5.0	5.0	6.0	1.0	6.0	--
Funded FTE	10.0	5.0	5.0	6.0	1.0	6.0	--

Climate Change / Adaptation

Climate Change / Adaptation (4020P)

Climate Change / Adaptation (4020P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	45,417	205,082	500,000	294,918	500,000	--
Intergovernmental Revenues	60,351	613,416	--	169,468	169,468	--	(169,468)
Miscellaneous Revenue	13,614	1,986	--	--	--	--	--
Total Revenue	**73,966**	**660,820**	**205,082**	**669,468**	**464,386**	**500,000**	**(169,468)**
Fund Balance	105,000	1,425,000	1,067,000	969,000	(98,000)	924,884	(44,116)
Total Sources	**178,966**	**2,085,820**	**1,272,082**	**1,638,468**	**366,386**	**1,424,884**	**(213,584)**
Salaries and Benefits	929,534	889,643	1,214,809	1,192,029	(22,780)	1,400,338	208,309
Services and Supplies	660,590	1,298,462	1,647,248	2,109,005	461,757	1,939,876	(169,129)
Other Charges	152,945	169,390	598,000	500,000	(98,000)	--	(500,000)
Gross Appropriations	**1,743,069**	**2,357,496**	**3,460,057**	**3,801,034**	**340,977**	**3,340,214**	**(460,820)**
Intrafund Transfers	(210,495)	--	(372,867)	(257,552)	115,315	(2,950)	254,602
Net Appropriations	**1,532,574**	**2,357,496**	**3,087,190**	**3,543,482**	**456,292**	**3,337,264**	**(206,218)**
Total Requirements	**1,532,574**	**2,357,496**	**3,087,190**	**3,543,482**	**456,292**	**3,337,264**	**(206,218)**
Net County Cost	**1,353,608**	**271,676**	**1,815,108**	**1,905,014**	**89,906**	**1,912,380**	**7,366**
Salary Resolution	4.0	5.0	5.0	5.0	--	5.0	--
Funded FTE	4.0	4.5	5.0	5.0	--	5.0	--

Livable Communities (4030P)

Livable Communities (4030P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	321,939	343,432	360,177	880,068	519,891	880,068	--
Intergovernmental Revenues	434,702	406,008	473,603	473,603	--	473,603	--
Charges for Services	306,880	213,700	125,000	125,000	--	125,000	--
Miscellaneous Revenue	420,316	3,920	--	--	--	--	--
Other Financing Sources	1,002,616	819,796	1,200,000	1,200,000	--	1,200,000	--
Total Revenue	**2,486,453**	**1,786,856**	**2,158,780**	**2,678,671**	**519,891**	**2,678,671**	**—**
Fund Balance	--	420,306	420,306	420,306	--	375,256	(45,050)
Total Sources	**2,486,453**	**2,207,162**	**2,579,086**	**3,098,977**	**519,891**	**3,053,927**	**(45,050)**
Salaries and Benefits	861,724	968,943	1,821,816	1,807,169	(14,647)	1,816,172	9,003
Services and Supplies	3,118,141	2,659,775	4,113,161	4,630,691	517,530	4,586,123	(44,568)
Other Charges	36,465	37,384	--	--	--	--	--
Gross Appropriations	**4,016,331**	**3,666,102**	**5,934,977**	**6,437,860**	**502,883**	**6,402,295**	**(35,565)**
Intrafund Transfers	(321,688)	--	(125,000)	(125,000)	--	(125,000)	--
Net Appropriations	**3,694,643**	**3,666,102**	**5,809,977**	**6,312,860**	**502,883**	**6,277,295**	**(35,565)**
Total Requirements	**3,694,643**	**3,666,102**	**5,809,977**	**6,312,860**	**502,883**	**6,277,295**	**(35,565)**
Net County Cost	**1,208,190**	**1,458,939**	**3,230,891**	**3,213,883**	**(17,008)**	**3,223,368**	**9,485**
Salary Resolution	4.0	5.0	5.0	5.0	--	5.0	--
Funded FTE	4.0	5.0	5.0	5.0	--	5.0	--

Energy and Water (4040P)

Energy and Water (4040P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	377,291	261,003	1,303,000	1,182,000	(121,000)	747,000	(435,000)
Miscellaneous Revenue	23,846	35,073	30,000	30,000	--	30,000	--
Total Revenue	**401,137**	**296,076**	**1,333,000**	**1,212,000**	**(121,000)**	**777,000**	**(435,000)**
Fund Balance	146,968	172,888	215,968	215,968	--	215,968	--
Total Sources	**548,105**	**468,964**	**1,548,968**	**1,427,968**	**(121,000)**	**992,968**	**(435,000)**
Salaries and Benefits	762,506	790,951	1,614,043	1,139,139	(474,904)	922,817	(216,322)
Services and Supplies	550,952	927,959	1,112,093	1,280,704	168,611	1,072,147	(208,557)
Other Charges	2,274	32,835	--	--	--	--	--
Gross Appropriations	**1,315,732**	**1,751,746**	**2,726,136**	**2,419,843**	**(306,293)**	**1,994,964**	**(424,879)**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**1,315,732**	**1,751,746**	**2,726,136**	**2,419,843**	**(306,293)**	**1,994,964**	**(424,879)**
Total Requirements	**1,315,732**	**1,751,746**	**2,726,136**	**2,419,843**	**(306,293)**	**1,994,964**	**(424,879)**
Net County Cost	**767,628**	**1,282,782**	**1,177,168**	**991,875**	**(185,293)**	**1,001,996**	**10,121**
Salary Resolution	3.0	3.0	3.0	3.0	--	3.0	--
Funded FTE	3.0	3.0	3.0	3.0	--	3.0	--

Solid Waste Management (4060B)

Solid Waste Management (4060B)
Special Revenue Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Licenses, Permits and Franchises	3,024,677	3,054,365	2,893,816	2,903,306	9,490	2,903,306	--
Use of Money and Property	234,215	191,201	106,538	107,872	1,334	107,956	84
Intergovernmental Revenues	33,697	30,024	17,000	17,000	--	17,000	--
Charges for Services	24,394	21,348	15,000	20,000	5,000	20,000	--
Interfund Revenue	--	--	--	--	--	--	--
Miscellaneous Revenue	25,940	9,161	7,500	5,000	(2,500)	5,000	--
Other Financing Sources	103,282	78,399	273,704	239,704	(34,000)	304,704	65,000
Total Revenue	**3,446,206**	**3,384,499**	**3,313,558**	**3,292,882**	**(20,676)**	**3,357,966**	**65,084**
Fund Balance	10,052,540	10,143,621	9,434,029	8,667,419	(766,610)	5,892,370	(2,775,049)
Total Sources	**13,498,746**	**13,528,120**	**12,747,587**	**11,960,301**	**(787,286)**	**9,250,336**	**(2,709,965)**
Salaries and Benefits	1,677,711	1,696,258	2,037,833	2,243,348	205,515	2,250,678	7,330
Services and Supplies	1,128,934	1,381,456	2,327,544	4,589,722	2,262,178	2,400,376	(2,189,346)
Other Charges	508,480	976,376	1,473,800	1,168,800	(305,000)	1,168,800	--
Other Financing Uses	40,000	40,000	193,517	225,710	32,193	257,960	32,250
Gross Appropriations	**3,355,125**	**4,094,091**	**6,032,694**	**8,227,580**	**2,194,886**	**6,077,814**	**(2,149,766)**
Intrafund Transfers							
Net Appropriations	**3,355,125**	**4,094,091**	**6,032,694**	**8,227,580**	**2,194,886**	**6,077,814**	**(2,149,766)**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	10,143,621	9,434,029	6,714,893	3,732,721	(2,982,172)	3,172,522	(560,199)
Total Requirements	**13,498,746**	**13,528,120**	**12,747,587**	**11,960,301**	**(787,286)**	**9,250,336**	**(2,709,965)**
Net County Cost	**0**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	6.0	8.0	8.0	9.0	1.0	9.0	--
Funded FTE	6.0	8.0	8.0	9.0	1.0	9.0	--

OOS - County Service Area #8 (4070B)

OOS - County Service Area #8 (4070B)
County Service Area #8 Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,050,428	1,115,090	1,071,778	1,181,860	110,082	1,193,166	11,306
Licenses, Permits and Franchises	130,787	151,784	151,640	151,015	(625)	151,015	--
Use of Money and Property	116,157	103,952	63,308	55,432	(7,876)	55,432	--
Intergovernmental Revenues	3,869	10,306	1,901	3,801	1,900	3,801	--
Charges for Services	1,468,569	1,597,372	1,693,443	1,726,663	33,220	1,726,663	--
Total Revenue	**2,769,810**	**2,978,504**	**2,982,070**	**3,118,771**	**136,701**	**3,130,077**	**11,306**
Fund Balance	5,081,995	4,535,618	5,543,190	5,300,272	(242,918)	5,025,514	(274,758)
Total Sources	**7,851,805**	**7,514,122**	**8,525,260**	**8,419,043**	**(106,217)**	**8,155,591**	**(263,452)**
Salaries and Benefits	66,658	52,153	136,301	358,262	221,961	524,508	166,246
Services and Supplies	3,216,048	1,884,697	2,984,433	3,120,739	136,306	3,045,722	(75,017)
Other Charges	33,481	34,082	60,000	65,000	5,000	65,000	--
Gross Appropriations	**3,316,188**	**1,970,932**	**3,180,734**	**3,544,001**	**363,267**	**3,635,230**	**91,229**
Intrafund Transfers							
Net Appropriations	**3,316,188**	**1,970,932**	**3,180,734**	**3,544,001**	**363,267**	**3,635,230**	**91,229**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	4,535,618	5,543,190	5,344,526	4,875,042	(469,484)	4,520,361	(354,681)
Total Requirements	**7,851,806**	**7,514,122**	**8,525,260**	**8,419,043**	**(106,217)**	**8,155,591**	**(263,452)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Public Works Administration (4510B)

Public Works Administration (4510B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	1,229,876	1,706,196	2,744,336	2,763,576	19,240	2,806,788	43,212
Interfund Revenue	3,715,501	3,343,783	7,015,970	7,015,970	--	7,015,970	--
Miscellaneous Revenue	13,139	8,167	--	--	--	--	--
Other Financing Sources	14,520	--	--	--	--	--	--
Total Revenue	**4,973,037**	**5,058,146**	**9,760,306**	**9,779,546**	**19,240**	**9,822,758**	**43,212**
Total Sources	**4,973,037**	**5,058,146**	**9,760,306**	**9,779,546**	**19,240**	**9,822,758**	**43,212**
Salaries and Benefits	5,619,115	6,595,368	8,141,838	8,214,410	72,572	8,295,358	80,948
Services and Supplies	650,531	433,128	1,139,150	1,098,110	(41,040)	1,090,041	(8,069)
Other Charges	1,449,076	791,246	1,789,388	1,845,504	56,116	1,859,860	14,356
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	19,444	--	--	--	--	--	--
Other Financing Uses	182,491	149,920	167,170	165,872	(1,298)	166,262	390
Gross Appropriations	**7,920,657**	**7,969,661**	**11,237,546**	**11,323,896**	**86,350**	**11,411,521**	**87,625**
Intrafund Transfers	(2,947,621)	(2,911,516)	(1,477,240)	(1,544,350)	(67,110)	(1,588,763)	(44,413)
Net Appropriations	**4,973,037**	**5,058,146**	**9,760,306**	**9,779,546**	**19,240**	**9,822,758**	**43,212**
Total Requirements	**4,973,037**	**5,058,146**	**9,760,306**	**9,779,546**	**19,240**	**9,822,758**	**43,212**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	36.0	36.0	39.0	39.0	--	39.0	--
Funded FTE	36.0	36.0	39.0	39.0	--	39.0	--

Road Construction and Operations (4520B)

Road Construction and Operations (4520B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	3,232,750	4,062,610	3,365,783	3,301,675	(64,108)	3,301,675	--
Licenses, Permits and Franchises	631,207	517,636	350,000	350,000	--	350,000	--
Use of Money and Property	663,580	686,631	233,430	175,156	(58,274)	175,156	--
Intergovernmental Revenues	27,228,116	27,640,952	27,310,091	31,935,644	4,625,553	26,463,760	(5,471,884)
Charges for Services	509,392	601,224	433,500	496,500	63,000	496,500	--
Interfund Revenue	1,587,712	2,649,062	2,688,985	1,241,400	(1,447,585)	1,322,400	81,000
Miscellaneous Revenue	223,746	198,112	204,500	42,500	(162,000)	42,500	--
Other Financing Sources	1,446,241	1,437,772	2,903,767	2,381,322	(522,445)	2,300,000	(81,322)
Total Revenue	**35,522,743**	**37,793,998**	**37,490,056**	**39,924,197**	**2,434,141**	**34,451,991**	**(5,472,206)**
Fund Balance	24,538,796	28,124,615	35,126,643	28,336,138	(6,790,505)	21,204,315	(7,131,823)
Total Sources	**60,061,539**	**65,918,613**	**72,616,699**	**68,260,335**	**(4,356,364)**	**55,656,306**	**(12,604,029)**
Salaries and Benefits	10,563,675	11,192,199	12,895,396	13,322,896	427,500	13,393,010	70,114
Services and Supplies	11,995,263	13,207,644	30,954,181	22,716,613	(8,237,568)	17,278,183	(5,438,430)
Other Charges	1,388,373	1,931,789	2,423,344	2,880,269	456,925	2,756,046	(124,223)
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	6,927,329	3,628,052	5,432,345	4,472,609	(959,736)	3,400,000	(1,072,609)
Other Financing Uses	2,373,169	2,101,561	4,150,257	3,663,633	(486,624)	2,332,423	(1,331,210)
Gross Appropriations	**33,247,810**	**32,061,245**	**55,855,523**	**47,056,020**	**(8,799,503)**	**39,159,662**	**(7,896,358)**
Intrafund Transfers	(1,310,886)	(1,269,275)	--	--	--	--	--
Net Appropriations	**31,936,924**	**30,791,971**	**55,855,523**	**47,056,020**	**(8,799,503)**	**39,159,662**	**(7,896,358)**
Contingencies/Dept Reserves	23,377,549	30,235,748	12,250,740	17,387,234	5,136,494	13,203,263	(4,183,971)
Non-General Fund Reserves	4,747,066	4,890,895	4,510,436	3,817,081	(693,355)	3,293,381	(523,700)
Total Requirements	**60,061,539**	**65,918,613**	**72,616,699**	**68,260,335**	**(4,356,364)**	**55,656,306**	**(12,604,029)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	77.0	77.0	77.0	77.0	--	77.0	--
Funded FTE	77.0	77.0	77.0	77.0	--	77.0	--

Engineering Services (4600B)

Engineering Services (4600B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	30,398	--	--	--	--	--	--
Charges for Services	92,739	105,886	75,000	110,000	35,000	110,000	--
Interfund Revenue	3,417,856	3,791,649	5,447,577	5,233,523	(214,054)	5,256,262	22,739
Miscellaneous Revenue	1,200	1,212	1,800	1,800	--	1,800	--
Total Revenue	**3,542,193**	**3,898,747**	**5,524,377**	**5,345,323**	**(179,054)**	**5,368,062**	**22,739**
Fund Balance	--	--	--	--	--	--	--
Total Sources	**3,542,193**	**3,898,747**	**5,524,377**	**5,345,323**	**(179,054)**	**5,368,062**	**22,739**
Salaries and Benefits	3,711,475	3,893,388	5,118,275	5,106,791	(11,484)	5,125,592	18,801
Services and Supplies	381,508	553,578	381,418	382,202	784	382,202	--
Other Charges	177,126	279,615	375,119	359,968	(15,151)	364,588	4,620
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	93,273	--	--	--	--	--	--
Other Financing Uses	83,630	85,917	102,545	99,726	(2,819)	100,046	320
Gross Appropriations	**4,447,012**	**4,812,497**	**5,977,357**	**5,948,687**	**(28,670)**	**5,972,428**	**23,741**
Intrafund Transfers	(784,820)	(793,750)	(332,980)	(483,364)	(150,384)	(484,366)	(1,002)
Net Appropriations	**3,662,193**	**4,018,747**	**5,644,377**	**5,465,323**	**(179,054)**	**5,488,062**	**22,739**
Total Requirements	**3,662,193**	**4,018,747**	**5,644,377**	**5,465,323**	**(179,054)**	**5,488,062**	**22,739**
Net County Cost	**120,000**	**120,000**	**120,000**	**120,000**	**—**	**120,000**	**—**
Salary Resolution	21.0	21.0	21.0	21.0	--	21.0	--
Funded FTE	21.0	21.0	21.0	21.0	--	21.0	--

Enhanced Flood Control Program (4660B)

Enhanced Flood Control Program (4660B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	500,000	--	--	--	--	--
Intergovernmental Revenues	323,632	167,737	--	--	--	--	--
Charges for Services	--	460,429	2,922,000	2,922,000	--	2,922,000	--
Total Revenue	**323,632**	**1,128,165**	**2,922,000**	**2,922,000**	**—**	**2,922,000**	**—**
Fund Balance	3,327,091	4,102,608	2,981,072	2,231,072	(750,000)	1,481,072	(750,000)
Total Sources	**3,650,723**	**5,230,773**	**5,903,072**	**5,153,072**	**(750,000)**	**4,403,072**	**(750,000)**
Salaries and Benefits	324,427	194,855	--	--	--	--	--
Services and Supplies	1,213,745	767,321	2,922,000	2,922,000	--	2,922,000	--
Other Charges	5,090	1,282,988	750,000	750,000	--	750,000	--
Other Financing Uses	4,854	4,538	--	--	--	--	--
Gross Appropriations	**1,548,116**	**2,249,701**	**3,672,000**	**3,672,000**	**—**	**3,672,000**	**—**
Intrafund Transfers	(2,000,000)	--	--	--	--	--	--
Net Appropriations	**(451,884)**	**2,249,701**	**3,672,000**	**3,672,000**	**—**	**3,672,000**	**—**
Contingencies/Dept Reserves	4,102,608	2,981,072	2,231,072	1,481,072	(750,000)	731,072	(750,000)
Total Requirements	**3,650,724**	**5,230,773**	**5,903,072**	**5,153,072**	**(750,000)**	**4,403,072**	**(750,000)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Facilities Services (4730B)

Facilities Services (4730B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	681,291	672,875	660,688	671,066	10,378	676,509	5,443
Intergovernmental Revenues	1,012,444	1,194,157	1,247,314	1,315,848	68,534	1,332,718	16,870
Charges for Services	144,657	55,802	123,625	371,784	248,159	383,811	12,027
Interfund Revenue	8,625,807	9,980,940	13,492,225	13,426,597	(65,628)	13,656,476	229,879
Miscellaneous Revenue	1,002,711	415,774	346,987	282,997	(63,990)	284,789	1,792
Total Revenue	**11,466,910**	**12,319,548**	**15,870,839**	**16,068,292**	**197,453**	**16,334,303**	**266,011**
Fund Balance	9,814,241	8,540,506	2,789,567	3,166,590	377,023	3,534,989	368,399
Total Sources	**21,281,151**	**20,860,054**	**18,660,406**	**19,234,882**	**574,476**	**19,869,292**	**634,410**
Salaries and Benefits	13,638,573	15,324,129	19,587,824	19,785,064	197,240	19,860,873	75,809
Services and Supplies	16,230,579	16,832,585	17,950,209	18,376,546	426,337	18,477,024	100,478
Other Charges	2,103,108	2,700,172	3,108,227	4,311,706	1,203,479	4,870,652	558,946
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	--	5,586	--	--	--	--	--
Other Financing Uses	268,914	581,272	327,286	326,555	(731)	326,676	121
Gross Appropriations	**32,241,174**	**35,443,744**	**40,973,546**	**42,799,871**	**1,826,325**	**43,535,225**	**735,354**
Intrafund Transfers	(19,500,529)	(23,258,287)	(25,094,707)	(27,099,978)	(2,005,271)	(27,568,321)	(468,343)
Net Appropriations	**12,740,645**	**12,185,457**	**15,878,839**	**15,699,893**	**(178,946)**	**15,966,904**	**267,011**
Contingencies/Dept Reserves	8,540,506	8,674,598	2,781,567	3,534,989	753,422	3,902,388	367,399
Total Requirements	**21,281,151**	**20,860,054**	**18,660,406**	**19,234,882**	**574,476**	**19,869,292**	**634,410**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	114.0	114.0	115.0	118.0	3.0	118.0	--
Funded FTE	114.0	114.0	114.9	117.9	3.0	117.9	--

Construction Services (4740B)

Construction Services (4740B)
Construction Services Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	(1,845)	(2,536)	--	--	--	--	--
Charges for Services	127,682	89,363	48,410	85,028	36,618	85,028	--
Interfund Revenue	1,869,018	2,053,758	2,603,008	2,628,008	25,000	2,633,502	5,494
Miscellaneous Revenue	--	11,226	--	--	--	--	--
Other Financing Sources	--	281,540	--	--	--	--	--
Total Revenue	**1,994,855**	**2,433,351**	**2,651,418**	**2,713,036**	**61,618**	**2,718,530**	**5,494**
Fund Balance	4,833	64,899	72,842	--	(72,842)	--	--
Total Sources	**1,999,688**	**2,498,250**	**2,724,260**	**2,713,036**	**(11,224)**	**2,718,530**	**5,494**
Salaries and Benefits	1,594,526	2,011,470	2,103,290	2,147,486	44,196	2,150,937	3,451
Services and Supplies	171,209	217,695	309,018	311,526	2,508	311,526	--
Other Charges	162,057	187,243	304,076	245,760	(58,316)	247,673	1,913
Other Financing Uses	6,998	9,000	7,876	8,264	388	8,394	130
Gross Appropriations	**1,934,789**	**2,425,407**	**2,724,260**	**2,713,036**	**(11,224)**	**2,718,530**	**5,494**
Intrafund Transfers							
Net Appropriations	**1,934,789**	**2,425,407**	**2,724,260**	**2,713,036**	**(11,224)**	**2,718,530**	**5,494**
Contingencies/Dept Reserves	64,899	72,843	--	--	--	--	--
Total Requirements	**1,999,688**	**2,498,250**	**2,724,260**	**2,713,036**	**(11,224)**	**2,718,530**	**5,494**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	10.0	10.0	10.0	10.0	--	10.0	--
Funded FTE	10.0	10.0	10.0	10.0	--	10.0	--

Vehicle and Equipment Services (4760B)

Vehicle and Equipment Services (4760B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	384,028	330,199	300,000	340,000	40,000	345,000	5,000
Charges for Services	8,851	5,086	14,050	26,000	11,950	26,000	--
Interfund Revenue	8,554,047	5,358,678	9,639,316	8,142,057	(1,497,259)	7,991,786	(150,271)
Miscellaneous Revenue	298,492	250,109	136,500	229,000	92,500	229,000	--
Other Financing Sources	3,784	--	--	--	--	--	--
Total Revenue	**9,249,202**	**5,944,072**	**10,089,866**	**8,737,057**	**(1,352,809)**	**8,591,786**	**(145,271)**
Fund Balance	16,395,108	17,565,720	17,423,247	16,676,561	(746,686)	15,955,855	(720,706)
Total Sources	**25,644,310**	**23,509,792**	**27,513,113**	**25,413,618**	**(2,099,495)**	**24,547,641**	**(865,977)**
Salaries and Benefits	1,983,020	1,824,812	2,393,531	2,402,837	9,306	2,418,671	15,834
Services and Supplies	2,536,757	1,971,609	2,531,527	2,207,199	(324,328)	2,350,536	143,337
Other Charges	950,353	662,865	841,644	793,546	(48,098)	796,845	3,299
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	3,414,998	1,880,771	4,674,090	4,045,000	(629,090)	3,475,000	(570,000)
Other Financing Uses	994	3,279	4,446	9,181	4,735	9,347	166
Gross Appropriations	**8,886,122**	**6,343,336**	**10,445,238**	**9,457,763**	**(987,475)**	**9,050,399**	**(407,364)**
Intrafund Transfers	(807,532)	(256,791)	--	--	--	--	--
Net Appropriations	**8,078,590**	**6,086,545**	**10,445,238**	**9,457,763**	**(987,475)**	**9,050,399**	**(407,364)**
Non-General Fund Reserves	17,565,720	17,423,247	17,067,875	15,955,855	(1,112,020)	15,497,242	(458,613)
Total Requirements	**25,644,310**	**23,509,792**	**27,513,113**	**25,413,618**	**(2,099,495)**	**24,547,641**	**(865,977)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	15.0	14.0	14.0	14.0	--	14.0	--
Funded FTE	15.0	14.0	14.0	14.0	--	14.0	--

Utilities (4840B)

Utilities (4840B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	8,806,776	5,641,283	1,908,914	2,004,999	96,085	2,042,714	37,715
Licenses, Permits and Franchises	644,837	642,688	580,000	580,000	--	560,000	(20,000)
Use of Money and Property	1,606,641	1,185,098	662,498	829,818	167,320	804,818	(25,000)
Intergovernmental Revenues	67,625	1,101,943	7,147	7,062	(85)	7,062	--
Charges for Services	16,598,596	18,475,634	19,379,871	19,265,906	(113,965)	19,420,183	154,277
Interfund Revenue	5,384,695	4,987,659	7,683,964	7,731,011	47,047	7,792,239	61,228
Miscellaneous Revenue	34,515	20,775	7,000	7,000	--	7,000	--
Other Financing Sources	3,691,886	--	114,808	114,808	--	114,808	--
Total Revenue	**36,835,571**	**32,055,080**	**30,344,202**	**30,540,604**	**196,402**	**30,748,824**	**208,220**
Fund Balance	71,955,349	78,722,006	52,222,241	44,876,558	(7,345,683)	34,182,537	(10,694,021)
Total Sources	**108,790,920**	**110,777,086**	**82,566,443**	**75,417,162**	**(7,149,281)**	**64,931,361**	**(10,485,801)**
Salaries and Benefits	3,443,222	3,510,191	4,352,120	4,506,952	154,832	4,563,999	57,047
Services and Supplies	14,690,266	16,882,018	22,900,240	22,628,712	(271,528)	23,067,550	438,838
Other Charges	6,156,671	4,622,855	3,466,739	4,553,201	1,086,462	4,551,699	(1,502)
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	1,678,155	5,751,314	14,082,078	9,000,000	(5,082,078)	4,400,000	(4,600,000)
Other Financing Uses	5,199,168	28,065,821	417,648	425,760	8,112	425,942	182
Gross Appropriations	**31,167,483**	**58,832,200**	**45,218,825**	**41,114,625**	**(4,104,200)**	**37,009,190**	**(4,105,435)**
Intrafund Transfers	(98,254)	(397,746)	--	--	--	--	--
Net Appropriations	**31,069,229**	**58,434,454**	**45,218,825**	**41,114,625**	**(4,104,200)**	**37,009,190**	**(4,105,435)**
Contingencies/Dept Reserves	76,379,241	51,057,640	36,831,388	33,775,481	(3,055,907)	27,385,974	(6,389,507)
Non-General Fund Reserves	1,222,450	1,164,992	396,230	407,056	10,826	416,197	9,141
Total Requirements	**108,670,920**	**110,657,086**	**82,446,443**	**75,297,162**	**(7,149,281)**	**64,811,361**	**(10,485,801)**
Net County Cost	**(120,000)**	**(120,000)**	**(120,000)**	**(120,000)**	**--**	**(120,000)**	**--**
Salary Resolution	21.0	21.0	21.0	22.0	1.0	22.0	--
Funded FTE	21.0	21.0	20.9	21.8	0.9	21.8	--

Airports (4850B)

Airports (4850B)
County Airports Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	702,519	758,639	681,641	--	(681,641)	--	--
Licenses, Permits and Franchises	23,545	95,706	15,500	15,500	--	15,500	--
Fines, Forfeitures and Penalties	7,845	12,010	15,000	15,000	--	15,000	--
Use of Money and Property	3,843,849	4,162,666	4,558,998	4,999,831	440,833	4,999,831	--
Intergovernmental Revenues	26,908	305,413	1,580,522	800,000	(780,522)	800,000	--
Charges for Services	31,581	7,537	26,000	26,000	--	26,000	--
Interfund Revenue	--	6,054	1,000,000	--	(1,000,000)	--	--
Miscellaneous Revenue	392,452	19,414	40,000	40,000	--	40,000	--
Other Financing Sources	114,754	--	--	--	--	--	--
Total Revenue	**5,143,453**	**5,367,439**	**7,917,661**	**5,896,331**	**(2,021,330)**	**5,896,331**	**--**
Fund Balance	3,305,898	2,604,088	3,290,436	2,019,935	(1,270,501)	2,075,974	56,039
Total Sources	**8,449,351**	**7,971,527**	**11,208,097**	**7,916,266**	**(3,291,831)**	**7,972,305**	**56,039**
Salaries and Benefits	1,581,356	1,561,421	1,785,356	1,845,986	60,630	1,865,871	19,885
Services and Supplies	2,105,434	1,837,767	2,050,834	2,071,334	20,500	2,071,334	--
Other Charges	1,482,700	1,117,037	611,452	622,972	11,520	628,044	5,072
Fixed Assets	1,889,063	163,711	4,170,372	1,300,000	(2,870,372)	800,000	(500,000)
Other Financing Uses	--	--	73,746	--	(73,746)	--	--
Gross Appropriations	**7,058,553**	**4,679,936**	**8,691,760**	**5,840,292**	**(2,851,468)**	**5,365,249**	**(475,043)**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**7,058,553**	**4,679,936**	**8,691,760**	**5,840,292**	**(2,851,468)**	**5,365,249**	**(475,043)**
Non-General Fund Reserves	1,390,797	3,291,591	2,516,337	2,075,974	(440,363)	2,607,056	531,082
Total Requirements	**8,449,350**	**7,971,527**	**11,208,097**	**7,916,266**	**(3,291,831)**	**7,972,305**	**56,039**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	9.0	10.0	10.0	10.0	--	10.0	--
Funded FTE	9.0	10.0	10.0	10.0	--	10.0	--

Capital Projects (8500D)

Capital Projects (8500D)
Capital Project Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,063,364	630,690	4,607,066	8,903,116	4,296,050	--	(8,903,116)
Use of Money and Property	133,314	113,991	--	--	--	--	--
Intergovernmental Revenues	75,776	--	--	--	--	--	--
Charges for Services	300	--	--	--	--	--	--
Other Financing Sources	15,600,619	18,690,633	85,585,593	84,645,217	(940,376)	17,591,343	(67,053,874)
Total Revenue	**16,873,374**	**19,435,314**	**90,192,659**	**93,548,333**	**3,355,674**	**17,591,343**	**(75,956,990)**
Fund Balance	5,839,745	6,403,499	5,941,393	7,175,908	1,234,515	6,926,489	(249,419)
Total Sources	**22,713,119**	**25,838,813**	**96,134,052**	**100,724,241**	**4,590,189**	**24,517,832**	**(76,206,409)**
Services and Supplies	11,524,099	11,647,469	200,000	600,000	400,000	--	(600,000)
Other Charges	--	5	2,300,005	1,999,799	(300,206)	1	(1,999,798)
Fixed Assets	4,785,521	8,127,169	89,981,017	91,197,953	1,216,936	14,639,604	(76,558,349)
Other Financing Uses	--	122,776	--	--	--	--	--
Gross Appropriations	**16,309,620**	**19,897,420**	**92,481,022**	**93,797,752**	**1,316,730**	**14,639,605**	**(79,158,147)**
Intrafund Transfers							
Net Appropriations	**16,309,620**	**19,897,420**	**92,481,022**	**93,797,752**	**1,316,730**	**14,639,605**	**(79,158,147)**
Contingencies/Dept Reserves	6,403,499	5,941,393	3,653,030	6,926,489	3,273,459	9,878,227	2,951,738
Total Requirements	**22,713,119**	**25,838,813**	**96,134,052**	**100,724,241**	**4,590,189**	**24,517,832**	**(76,206,409)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**

County One-Time Expense Fund (8200B)

County One-Time Expense Fund (8200B)
County One-Time Expense Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	1,885,147	1,640,123	500,000	500,000	--	500,000	--
Intergovernmental Revenues	--	--	668,000	668,000	--	668,000	--
Miscellaneous Revenue	--	45,000,000	856,758	856,758	--	856,758	--
Total Revenue	**1,885,147**	**46,640,123**	**2,024,758**	**2,024,758**	**—**	**2,024,758**	**—**
Fund Balance	84,786,892	86,672,039	133,312,162	133,312,162	--	133,312,162	--
Total Sources	**86,672,039**	**133,312,162**	**135,336,920**	**135,336,920**	**—**	**135,336,920**	**—**
Other Financing Uses	--	--	91,756,758	91,756,758	--	91,756,758	--
Gross Appropriations	**—**	**—**	**91,756,758**	**91,756,758**	**—**	**91,756,758**	**—**
Intrafund Transfers							
Net Appropriations	**—**	**—**	**91,756,758**	**91,756,758**	**—**	**91,756,758**	**—**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	86,672,039	133,312,162	43,580,162	43,580,162	--	43,580,162	--
Total Requirements	**86,672,039**	**133,312,162**	**135,336,920**	**135,336,920**	**—**	**135,336,920**	**—**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Courthouse Construction Fund (8300B)

Courthouse Construction Fund (8300B)
Courthouse Temporary Construction Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	(6,342)	(7,136)	--	--	--	--	--
Charges for Services	1,017,187	927,938	900,000	900,000	--	900,000	--
Interfund Revenue	--	--	464,422	464,422	--	464,422	--
Other Financing Sources	174,138	262,356	--	--	--	--	--
Total Revenue	**1,184,983**	**1,183,159**	**1,364,422**	**1,364,422**	**—**	**1,364,422**	**—**
Fund Balance	32,437	(1,415)	605	605	--	--	(605)
Total Sources	**1,217,420**	**1,181,744**	**1,365,027**	**1,365,027**	**—**	**1,364,422**	**(605)**
Other Financing Uses	1,218,836	1,181,139	1,364,422	1,365,027	605	1,364,422	(605)
Gross Appropriations	**1,218,836**	**1,181,139**	**1,364,422**	**1,365,027**	**605**	**1,364,422**	**(605)**
Intrafund Transfers							
Net Appropriations	**1,218,836**	**1,181,139**	**1,364,422**	**1,365,027**	**605**	**1,364,422**	**(605)**
Contingencies/Dept Reserves	--	605	605	--	(605)	--	--
Non-General Fund Reserves	(1,415)	--	--	--	--	--	--
Total Requirements	**1,217,421**	**1,181,744**	**1,365,027**	**1,365,027**	**—**	**1,364,422**	**(605)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Criminal Justice Construction Fund (8400B)

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	43,032	33,864	18,000	18,000	--	18,000	--
Charges for Services	1,017,384	927,926	900,000	900,000	--	900,000	--
Total Revenue	**1,060,416**	**961,790**	**918,000**	**918,000**	**—**	**918,000**	**—**
Fund Balance	1,512,003	1,472,419	1,334,209	1,152,209	(182,000)	970,209	(182,000)
Total Sources	**2,572,419**	**2,434,209**	**2,252,209**	**2,070,209**	**(182,000)**	**1,888,209**	**(182,000)**
Other Financing Uses	1,100,000	1,100,000	1,100,000	1,100,000	--	1,100,000	--
Gross Appropriations	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**—**	**1,100,000**	**—**
Intrafund Transfers							
Net Appropriations	**1,100,000**	**1,100,000**	**1,100,000**	**1,100,000**	**—**	**1,100,000**	**—**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	1,472,419	1,334,209	1,152,209	970,209	(182,000)	788,209	(182,000)
Total Requirements	**2,572,419**	**2,434,209**	**2,252,209**	**2,070,209**	**(182,000)**	**1,888,209**	**(182,000)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Other Capital Construction Fund (8450D)

Other Capital Construction Fund (8450D)
Capital Project Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	30,045,324	13,273,308	9,949,006	4,900,000	(5,049,006)	2,000,000	(2,900,000)
Use of Money and Property	139,691	112,494	--	--	--	--	--
Miscellaneous Revenue	80,077	4,555	270,000	--	(270,000)	--	--
Other Financing Sources	20,623,224	40,896,037	153,700,313	85,780,000	(67,920,313)	50,000,000	(35,780,000)
Total Revenue	**50,888,316**	**54,286,396**	**163,919,319**	**90,680,000**	**(73,239,319)**	**52,000,000**	**(38,680,000)**
Fund Balance	5,864,350	8,251,842	15,457,395	31,869	(15,425,526)	--	(31,869)
Total Sources	**56,752,666**	**62,538,238**	**179,376,714**	**90,711,869**	**(88,664,845)**	**52,000,000**	**(38,711,869)**
Services and Supplies	876,770	2,891,393	29,141,590	12,600,000	(16,541,590)	10,000,000	(2,600,000)
Fixed Assets	46,123,128	43,869,482	146,493,382	77,580,000	(68,913,382)	42,000,000	(35,580,000)
Other Financing Uses	1,511,247	319,968	3,741,742	531,869	(3,209,873)	--	(531,869)
Gross Appropriations	**48,511,145**	**47,080,843**	**179,376,714**	**90,711,869**	**(88,664,845)**	**52,000,000**	**(38,711,869)**
Intrafund Transfers							
Net Appropriations	**48,511,145**	**47,080,843**	**179,376,714**	**90,711,869**	**(88,664,845)**	**52,000,000**	**(38,711,869)**
Contingencies/Dept Reserves	408,033	121,785	--	--	--	--	--
Non-General Fund Reserves	7,833,488	15,335,610	--	--	--	--	--
Total Requirements	**56,752,666**	**62,538,238**	**179,376,714**	**90,711,869**	**(88,664,845)**	**52,000,000**	**(38,711,869)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**

Real Property Services (1220B)

Real Property Services (1220B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	374,136	509,732	468,928	503,556	34,628	518,663	15,107
Charges for Services	--	--	--	--	--	--	--
Interfund Revenue	2,714,653	3,027,036	3,345,570	3,296,377	(49,193)	3,393,527	97,150
Miscellaneous Revenue	17,135	86,726	50,000	50,000	--	--	(50,000)
Total Revenue	**3,105,924**	**3,623,494**	**3,864,498**	**3,849,933**	**(14,565)**	**3,912,190**	**62,257**
Fund Balance	1,126,672	922,826	823,212	959,162	135,950	959,162	--
Total Sources	**4,232,596**	**4,546,320**	**4,687,710**	**4,809,095**	**121,385**	**4,871,352**	**62,257**
Salaries and Benefits	702,415	831,793	984,849	1,169,278	184,429	1,172,005	2,727
Services and Supplies	323,610	201,596	402,975	240,967	(162,008)	65,967	(175,000)
Other Charges	18,806,536	20,153,157	20,889,339	21,380,439	491,100	22,013,301	632,862
Other Financing Uses	18,177	26,466	29,216	26,328	(2,888)	26,413	85
Gross Appropriations	**19,850,738**	**21,213,013**	**22,306,379**	**22,817,012**	**510,633**	**23,277,686**	**460,674**
Intrafund Transfers	(16,540,968)	(17,489,904)	(18,441,881)	(18,967,079)	(525,198)	(19,365,496)	(398,417)
Net Appropriations	**3,309,770**	**3,723,108**	**3,864,498**	**3,849,933**	**(14,565)**	**3,912,190**	**62,257**
Contingencies/Dept Reserves	922,826	823,212	823,212	959,162	135,950	959,162	--
Total Requirements	**4,232,596**	**4,546,320**	**4,687,710**	**4,809,095**	**121,385**	**4,871,352**	**62,257**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	4.0	5.0	5.0	6.0	1.0	6.0	--
Funded FTE	4.0	5.0	5.0	6.0	1.0	6.0	--

Public Safety Communications (1240B)

Public Safety Communications (1240B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	2,986,715	5,624,960	2,688,515	2,688,515	--	2,688,515	--
Charges for Services	7,538,236	7,125,963	7,707,715	7,938,691	230,976	8,176,591	237,900
Interfund Revenue	--	8,127	--	--	--	--	--
Miscellaneous Revenue	91,956	87,403	100,000	107,500	7,500	107,500	--
Total Revenue	**10,616,907**	**12,846,454**	**10,496,230**	**10,734,706**	**238,476**	**10,972,606**	**237,900**
Fund Balance	2,623,057	514,088	4,544,531	3,264,528	(1,280,003)	1,047,068	(2,217,460)
Total Sources	**13,239,964**	**13,360,542**	**15,040,761**	**13,999,234**	**(1,041,527)**	**12,019,674**	**(1,979,560)**
Salaries and Benefits	12,505,443	13,514,084	14,611,623	15,036,543	424,920	15,177,521	140,978
Services and Supplies	1,973,358	2,319,699	4,380,769	3,951,371	(429,398)	2,057,756	(1,893,615)
Other Charges	624,953	784,376	1,082,350	1,189,002	106,652	1,186,103	(2,899)
Fixed Assets	640,279	--	575,000	--	(575,000)	--	--
Other Financing Uses	46,555	56,167	72,383	52,162	(20,221)	53,188	1,026
Gross Appropriations	**15,790,588**	**16,674,326**	**20,722,125**	**20,229,078**	**(493,047)**	**18,474,568**	**(1,754,510)**
Intrafund Transfers	(118,153)	(325,812)	(350,000)	(350,000)	--	(350,000)	--
Net Appropriations	**15,672,435**	**16,348,514**	**20,372,125**	**19,879,078**	**(493,047)**	**18,124,568**	**(1,754,510)**
Contingencies/Dept Reserves	517,792	1,047,068	1,047,068	1,047,068	--	1,047,068	--
Total Requirements	**16,190,227**	**17,395,582**	**21,419,193**	**20,926,146**	**(493,047)**	**19,171,636**	**(1,754,510)**
Net County Cost	**2,950,263**	**4,035,040**	**6,378,432**	**6,926,912**	**548,480**	**7,151,962**	**225,050**
Salary Resolution	74.0	75.0	75.0	78.0	3.0	78.0	--
Funded FTE	74.0	75.0	75.0	78.0	3.0	78.0	--

Message Switch (1940B)

Message Switch (1940B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	486,738	481,796	470,034	489,640	19,606	489,640	--
Interfund Revenue	2,174	927	501	525	24	525	--
Total Revenue	**488,912**	**482,723**	**470,535**	**490,165**	**19,630**	**490,165**	**—**
Fund Balance	943,350	961,231	1,055,550	1,055,550	--	1,050,405	(5,145)
Total Sources	**1,432,262**	**1,443,954**	**1,526,085**	**1,545,715**	**19,630**	**1,540,570**	**(5,145)**
Services and Supplies	489,172	395,224	494,888	500,005	5,117	500,005	--
Other Charges	177,583	195,287	201,886	211,931	10,045	211,931	--
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	--	--	50,000	--	(50,000)	--	--
Gross Appropriations	**666,755**	**590,511**	**746,774**	**711,936**	**(34,838)**	**711,936**	**—**
Intrafund Transfers	(195,724)	(202,107)	(214,297)	(194,668)	19,629	(194,668)	--
Net Appropriations	**471,031**	**388,404**	**532,477**	**517,268**	**(15,209)**	**517,268**	**—**
Contingencies/Dept Reserves	961,231	1,055,550	1,050,405	1,028,447	(21,958)	1,023,302	(5,145)
Total Requirements	**1,432,262**	**1,443,954**	**1,582,882**	**1,545,715**	**(37,167)**	**1,540,570**	**(5,145)**
Net County Cost	**—**	**—**	**56,797**	**—**	**(56,797)**	**—**	**—**

Agricultural Commissioner/Sealer (1260B)

Agricultural Commissioner/Sealer (1260B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	153,633	153,633	--	153,633	--
Licenses, Permits and Franchises	645,112	569,815	737,900	737,900	--	737,900	--
Fines, Forfeitures and Penalties	17,313	13,500	--	--	--	--	--
Intergovernmental Revenues	3,205,558	3,549,746	3,446,896	3,446,896	--	3,446,896	--
Charges for Services	88,662	79,548	122,200	122,200	--	122,200	--
Interfund Revenue	831	855	831	831	--	831	--
Miscellaneous Revenue	415	307	--	--	--	--	--
Total Revenue	**3,957,891**	**4,213,771**	**4,461,460**	**4,461,460**	**—**	**4,461,460**	**—**
Fund Balance	643,010	494,574	934,150	699,977	(234,173)	512,247	(187,730)
Total Sources	**4,600,901**	**4,708,345**	**5,395,610**	**5,161,437**	**(234,173)**	**4,973,707**	**(187,730)**
Salaries and Benefits	4,463,544	4,899,692	5,873,497	6,180,454	306,957	6,223,379	42,925
Services and Supplies	595,563	710,683	1,081,339	820,330	(261,009)	648,452	(171,878)
Other Charges	1,336,600	576,294	644,205	645,649	1,444	655,695	10,046
Other Financing Uses	3,801	3,942	8,865	8,865	--	8,865	--
Gross Appropriations	**6,399,509**	**6,190,609**	**7,607,906**	**7,655,298**	**47,392**	**7,536,391**	**(118,907)**
Intrafund Transfers							
Net Appropriations	**6,399,509**	**6,190,609**	**7,607,906**	**7,655,298**	**47,392**	**7,536,391**	**(118,907)**
Contingencies/Dept Reserves	355,511	355,511	512,247	512,247	--	512,247	--
Non-General Fund Reserves	--	--	--	--	--	--	--
Total Requirements	**6,755,020**	**6,546,120**	**8,120,153**	**8,167,545**	**47,392**	**8,048,638**	**(118,907)**
Net County Cost	**2,154,119**	**1,837,775**	**2,724,543**	**3,006,108**	**281,565**	**3,074,931**	**68,823**
Salary Resolution	30.0	30.0	30.0	30.0	--	30.0	--
Funded FTE	30.0	30.0	29.4	30.0	0.6	30.0	--

Structural Fire (3550B)

Structural Fire (3550B)
Structural Fire Protection Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	7,628,798	7,883,604	8,395,948	8,641,725	245,777	8,965,040	323,315
Use of Money and Property	317,717	298,903	122,483	122,483	--	122,483	--
Intergovernmental Revenues	2,127,224	2,398,979	2,399,673	2,395,825	(3,848)	2,442,900	47,075
Charges for Services	283,769	219,944	260,500	260,500	--	260,500	--
Miscellaneous Revenue	42,878	361,769	366,338	433,589	67,251	444,613	11,024
Other Financing Sources	--	--	253,289	253,289	--	253,289	--
Total Revenue	**10,400,386**	**11,163,198**	**11,798,231**	**12,107,411**	**309,180**	**12,488,825**	**381,414**
Fund Balance	9,398,269	10,620,060	10,193,064	9,655,489	(537,575)	5,504,541	(4,150,948)
Total Sources	**19,798,655**	**21,783,258**	**21,991,295**	**21,762,900**	**(228,395)**	**17,993,366**	**(3,769,534)**
Services and Supplies	--	--	--	--	--	--	--
Other Charges	--	32	26	26	--	31	5
Other Financing Uses	9,178,595	11,590,162	15,368,794	16,258,333	889,539	16,908,024	649,691
Gross Appropriations	**9,178,595**	**11,590,194**	**15,368,820**	**16,258,359**	**889,539**	**16,908,055**	**649,696**
Intrafund Transfers							
Net Appropriations	**9,178,595**	**11,590,194**	**15,368,820**	**16,258,359**	**889,539**	**16,908,055**	**649,696**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Non-General Fund Reserves	10,620,059	10,193,064	6,622,475	5,504,541	(1,117,934)	1,085,311	(4,419,230)
Total Requirements	**19,798,654**	**21,783,258**	**21,991,295**	**21,762,900**	**(228,395)**	**17,993,366**	**(3,769,534)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**

Fire Protection Services (3580B)

Fire Protection Services (3580B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	632,459	243,058	3,479,214	750,000	(2,729,214)	1,500,000	750,000
Charges for Services	--	16,570	--	--	--	--	--
Interfund Revenue	--	--	--	--	--	--	--
Miscellaneous Revenue	361,484	14,086	--	--	--	--	--
Other Financing Sources	9,178,595	11,590,162	16,050,794	16,940,333	889,539	17,590,024	649,691
Total Revenue	**10,172,539**	**11,863,876**	**19,530,008**	**17,690,333**	**(1,839,675)**	**19,090,024**	**1,399,691**
Fund Balance	--	--	253,289	--	(253,289)	--	--
Total Sources	**10,172,539**	**11,863,876**	**19,783,297**	**17,690,333**	**(2,092,964)**	**19,090,024**	**1,399,691**
Salaries and Benefits	1,138	741	741	415	(326)	415	--
Services and Supplies	9,250,289	10,745,175	14,643,285	15,514,680	871,395	16,155,570	640,890
Other Charges	88,720	169,326	752,273	780,214	27,941	788,867	8,653
Fixed Assets	516,836	375,531	3,711,719	982,505	(2,729,214)	1,732,505	750,000
Other Financing Uses	315,556	319,813	651,243	388,483	(262,760)	388,631	148
Gross Appropriations	**10,172,539**	**11,610,586**	**19,759,261**	**17,666,297**	**(2,092,964)**	**19,065,988**	**1,399,691**
Intrafund Transfers	--	--	24,036	24,036	--	24,036	--
Net Appropriations	**10,172,539**	**11,610,586**	**19,783,297**	**17,690,333**	**(2,092,964)**	**19,090,024**	**1,399,691**
Non-General Fund Reserves	--	253,289	--	--	--	--	--
Total Requirements	**10,172,539**	**11,863,876**	**19,783,297**	**17,690,333**	**(2,092,964)**	**19,090,024**	**1,399,691**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**

County Service Area #1 (3560B)

County Service Area #1 (3560B)
County Service Area #1 Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	3,365,425	3,557,848	3,385,871	3,699,001	313,130	3,843,544	144,543
Use of Money and Property	129,480	122,358	44,872	44,872	--	44,872	--
Intergovernmental Revenues	12,496	12,217	12,283	12,283	--	12,283	--
Charges for Services	92,064	92,064	90,000	90,000	--	90,000	--
Miscellaneous Revenue	133,922	--	49,175	49,175	--	49,175	--
Total Revenue	**3,733,386**	**3,784,487**	**3,582,201**	**3,895,331**	**313,130**	**4,039,874**	**144,543**
Fund Balance	5,009,232	6,121,401	6,781,504	6,756,653	(24,851)	6,080,831	(675,822)
Total Sources	**8,742,618**	**9,905,888**	**10,363,705**	**10,651,984**	**288,279**	**10,120,705**	**(531,279)**
Services and Supplies	2,621,219	3,101,280	4,340,645	4,491,039	150,394	4,436,325	(54,714)
Other Charges	--	29	24	114	90	121	7
Fixed Assets	--	23,075	80,000	80,000	--	580,000	500,000
Gross Appropriations	**2,621,219**	**3,124,384**	**4,420,669**	**4,571,153**	**150,484**	**5,016,446**	**445,293**
Intrafund Transfers							
Net Appropriations	**2,621,219**	**3,124,384**	**4,420,669**	**4,571,153**	**150,484**	**5,016,446**	**445,293**
Non-General Fund Reserves	6,121,399	6,781,504	5,943,036	6,080,831	137,795	5,104,259	(976,572)
Total Requirements	**8,742,618**	**9,905,888**	**10,363,705**	**10,651,984**	**288,279**	**10,120,705**	**(531,279)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**

Housing and Community Development (7920P)

Housing and Community Development (7920P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	16,237,581	14,008,334	62,505,186	21,617,874	(40,887,312)	21,617,874	--
Intergovernmental Revenues	6,200,894	4,046,251	23,021,300	22,072,770	(948,530)	20,624,301	(1,448,469)
Charges for Services	274,858	349,028	415,000	155,000	(260,000)	155,000	--
Interfund Revenue	2,849,020	1,947,141	1,533,480	2,144,046	610,566	2,144,046	--
Miscellaneous Revenue	183,972	126,997	131,600	66,899	(64,701)	66,899	--
Total Revenue	**25,746,326**	**20,477,751**	**87,606,566**	**46,056,589**	**(41,549,977)**	**44,608,120**	**(1,448,469)**
Fund Balance	--	36,904	838	838	--	838	--
Total Sources	**25,746,326**	**20,514,655**	**87,607,404**	**46,057,427**	**(41,549,977)**	**44,608,958**	**(1,448,469)**
Salaries and Benefits	2,716,452	2,668,168	3,623,304	3,665,069	41,765	3,736,041	70,972
Services and Supplies	346,620	478,085	757,990	500,855	(257,135)	500,855	--
Other Charges	22,983,254	20,880,767	83,606,077	42,271,470	(41,334,607)	40,752,029	(1,519,441)
Gross Appropriations	**26,046,326**	**24,027,020**	**87,987,371**	**46,437,394**	**(41,549,977)**	**44,988,925**	**(1,448,469)**
Intrafund Transfers	--	(3,212,633)	(95,264)	(95,264)	--	(95,264)	--
Net Appropriations	**26,046,326**	**20,814,387**	**87,892,107**	**46,342,130**	**(41,549,977)**	**44,893,661**	**(1,448,469)**
Contingencies/Dept Reserves	36,904	36,904	838	838	--	838	--
Total Requirements	**26,083,230**	**20,851,291**	**87,892,945**	**46,342,968**	**(41,549,977)**	**44,894,499**	**(1,448,469)**
Net County Cost	**336,904**	**336,636**	**285,541**	**285,541**	**--**	**285,541**	**--**
Salary Resolution	16.0	19.0	19.0	19.0	--	19.0	--
Funded FTE	16.0	19.0	18.5	18.8	0.3	18.8	--

Housing Authority (7930P)

Housing Authority (7930P)
Housing Authority Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	3,784,338	4,036,044	3,843,480	4,075,500	232,020	4,075,500	--
Intergovernmental Revenues	90,421,025	112,301,594	102,120,149	125,832,500	23,712,351	125,832,500	--
Miscellaneous Revenue	2,218,906	1,895,984	1,178,380	1,459,475	281,095	1,459,475	--
Total Revenue	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**--**
Total Sources	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**--**
Salaries and Benefits	5,193,603	5,589,106	5,336,907	6,026,200	689,293	6,026,200	--
Services and Supplies	2,778,541	3,019,230	2,703,104	2,990,585	287,481	2,990,585	--
Other Charges	88,452,125	109,625,286	99,101,998	122,350,690	23,248,692	122,350,690	--
Gross Appropriations	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**--**
Intrafund Transfers							
Net Appropriations	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**--**
Total Requirements	**96,424,269**	**118,233,622**	**107,142,009**	**131,367,475**	**24,225,466**	**131,367,475**	**--**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	47.0	47.0	48.0	48.0	--	48.0	--
Funded FTE	47.0	47.0	48.0	48.0	--	48.0	--

County Counsel's Office (1600B)

County Counsel's Office (1600B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	32,057	--	--	118,908	118,908	118,908	--
Charges for Services	5,177,420	5,189,294	5,183,357	5,071,018	(112,339)	5,071,018	--
Interfund Revenue	3,969	2,564	--	--	--	--	--
Miscellaneous Revenue	715,719	815,330	759,643	316,547	(443,096)	316,547	--
Other Financing Sources	--	17,630	--	--	--	--	--
Total Revenue	**5,929,165**	**6,024,819**	**5,943,000**	**5,506,473**	**(436,527)**	**5,506,473**	**—**
Fund Balance	3,278,687	4,491,448	6,198,469	6,875,679	677,210	6,967,780	92,101
Total Sources	**9,207,852**	**10,516,267**	**12,141,469**	**12,382,152**	**240,683**	**12,474,253**	**92,101**
Salaries and Benefits	12,833,527	12,883,025	14,125,079	14,451,486	326,407	14,579,764	128,278
Services and Supplies	1,649,746	881,067	1,144,017	981,117	(162,900)	952,779	(28,338)
Other Charges	660,315	657,456	745,594	733,909	(11,685)	746,204	12,295
Fixed Assets	--	--	--	--	--	--	--
Other Financing Uses	28,905	25,030	25,585	23,062	(2,523)	23,443	381
Gross Appropriations	**15,172,493**	**14,446,578**	**16,040,275**	**16,189,574**	**149,299**	**16,302,190**	**112,616**
Intrafund Transfers	(2,900,413)	(2,438,045)	(2,672,987)	(2,672,987)	--	(2,672,987)	--
Net Appropriations	**12,272,080**	**12,008,533**	**13,367,288**	**13,516,587**	**149,299**	**13,629,203**	**112,616**
Contingencies/Dept Reserves	4,008,296	6,001,394	6,742,366	6,967,780	225,414	7,019,881	52,101
Total Requirements	**16,280,376**	**18,009,927**	**20,109,654**	**20,484,367**	**374,713**	**20,649,084**	**164,717**
Net County Cost	**7,072,524**	**7,493,661**	**7,968,185**	**8,102,215**	**134,030**	**8,174,831**	**72,616**
Salary Resolution	49.0	49.0	49.0	49.0	--	49.0	--
Funded FTE	49.0	49.0	48.7	48.5	(0.2)	48.5	--

Board of Supervisors (1100B)

Board of Supervisors (1100B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	--	--	--	--	--	--	--
Total Revenue	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Fund Balance	--	--	--	--	--	--	--
Total Sources	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salaries and Benefits	4,131,059	4,191,784	4,709,293	4,768,601	59,308	4,850,235	81,634
Services and Supplies	309,731	233,404	355,696	355,696	--	355,696	--
Other Charges	310,280	319,431	420,732	404,671	(16,061)	415,542	10,871
Other Financing Uses	17,532	15,182	15,520	14,000	(1,520)	14,230	230
Gross Appropriations	**4,768,603**	**4,759,800**	**5,501,241**	**5,542,968**	**41,727**	**5,635,703**	**92,735**
Intrafund Transfers	(25,799)	--	(76,937)	(76,937)	--	(76,937)	--
Net Appropriations	**4,742,804**	**4,759,800**	**5,424,304**	**5,466,031**	**41,727**	**5,558,766**	**92,735**
Total Requirements	**4,742,804**	**4,759,800**	**5,424,304**	**5,466,031**	**41,727**	**5,558,766**	**92,735**
Net County Cost	**4,742,804**	**4,759,800**	**5,424,304**	**5,466,031**	**41,727**	**5,558,766**	**92,735**
Salary Resolution	23.0	22.0	22.0	22.0	--	22.0	--
Funded FTE	23.0	22.0	21.9	22.0	0.1	22.0	--

County Manager/Clerk of the Board (1200D)

County Manager/Clerk of the Board (1200D)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	2,275,720	1,903,842	9,521,745	10,604,957	1,083,212	10,605,355	398
Use of Money and Property	24,360	20,851	25,000	25,000	--	25,000	--
Intergovernmental Revenues	972,967	827,687	2,233,028	3,913,007	1,679,979	3,913,007	--
Charges for Services	175,652	271,812	106,250	156,250	50,000	156,250	--
Interfund Revenue	560,580	474,603	1,211,623	817,641	(393,982)	859,366	41,725
Miscellaneous Revenue	12,083	205,358	117,000	117,000	--	117,000	--
Total Revenue	**4,021,363**	**3,704,153**	**13,214,646**	**15,633,855**	**2,419,209**	**15,675,978**	**42,123**
Fund Balance	4,480,588	4,521,222	3,920,702	4,196,690	275,988	4,196,690	--
Total Sources	**8,501,951**	**8,225,375**	**17,135,348**	**19,830,545**	**2,695,197**	**19,872,668**	**42,123**
Salaries and Benefits	9,979,520	12,440,140	13,817,597	16,625,880	2,808,283	16,746,435	120,555
Services and Supplies	6,023,686	7,722,729	16,946,043	17,822,150	876,107	17,875,819	53,669
Other Charges	1,314,206	1,556,123	1,416,515	2,716,334	1,299,819	2,750,715	34,381
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	88,754	1,754	--	--	--	--	--
Other Financing Uses	33,357	33,928	36,019	270,183	234,164	271,766	1,583
Gross Appropriations	**17,439,523**	**21,754,675**	**32,216,174**	**37,434,547**	**5,218,373**	**37,644,735**	**210,188**
Intrafund Transfers	(3,337,807)	(4,881,046)	(5,514,498)	(5,110,091)	404,407	(5,125,734)	(15,643)
Net Appropriations	**14,101,715**	**16,873,629**	**26,701,676**	**32,324,456**	**5,622,780**	**32,519,001**	**194,545**
Contingencies/Dept Reserves	3,689,105	3,506,619	3,721,081	4,196,690	475,609	4,196,690	--
Non-General Fund Reserves	--	--	--	--	--	--	--
Total Requirements	**17,790,820**	**20,380,248**	**30,422,757**	**36,521,146**	**6,098,389**	**36,715,691**	**194,545**
Net County Cost	**9,288,869**	**12,154,873**	**13,287,409**	**16,690,601**	**3,403,192**	**16,843,023**	**152,422**
Salary Resolution	58.0	72.0	77.0	81.0	4.0	81.0	--
Funded FTE	58.0	72.0	76.9	80.9	4.0	80.9	--

County Management (1210P)

County Management (1210P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	1,476,586	1,496,791	8,827,120	9,290,779	463,659	9,291,177	398
Intergovernmental Revenues	63,690	144,166	110,000	--	(110,000)	--	--
Charges for Services	--	79,681	--	--	--	--	--
Interfund Revenue	1,263	2,115	20,900	20,900	--	20,900	--
Miscellaneous Revenue	--	43,912	--	--	--	--	--
Total Revenue	**1,541,539**	**1,766,666**	**8,958,020**	**9,311,679**	**353,659**	**9,312,077**	**398**
Fund Balance	3,367,796	3,865,486	3,920,702	4,196,690	275,988	4,196,690	--
Total Sources	**4,909,335**	**5,632,152**	**12,878,722**	**13,508,369**	**629,647**	**13,508,767**	**398**
Salaries and Benefits	5,355,389	7,607,499	8,654,680	9,366,521	711,841	9,447,464	80,943
Services and Supplies	2,494,324	4,159,857	11,559,769	10,653,727	(906,042)	10,627,384	(26,343)
Other Charges	508,972	713,911	673,552	847,268	173,716	870,167	22,899
Reclassification of Expenses	--	--	--	(76,383)	(76,383)	(76,383)	--
Fixed Assets	69,804	1,754	--	--	--	--	--
Other Financing Uses	21,427	18,554	19,282	117,055	97,773	117,662	607
Gross Appropriations	**8,449,915**	**12,501,575**	**20,907,283**	**20,908,188**	**905**	**20,986,294**	**78,106**
Intrafund Transfers	(771,517)	(2,688,783)	(2,626,940)	(1,626,940)	1,000,000	(1,626,940)	--
Net Appropriations	**7,678,398**	**9,812,792**	**18,280,343**	**19,281,248**	**1,000,905**	**19,359,354**	**78,106**
Contingencies/Dept Reserves	3,008,929	3,506,619	3,721,081	4,196,690	475,609	4,196,690	--
Total Requirements	**10,687,327**	**13,319,411**	**22,001,424**	**23,477,938**	**1,476,514**	**23,556,044**	**78,106**
Net County Cost	**5,777,992**	**7,687,259**	**9,122,702**	**9,969,569**	**846,867**	**10,047,277**	**77,708**
Salary Resolution	26.0	39.0	40.0	41.0	1.0	41.0	--
Funded FTE	26.0	39.0	40.0	40.9	0.9	40.9	--

Clerk of the Board (1215P)

Clerk of the Board (1215P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	--	--	72,750	72,750	--	72,750	--
Charges for Services	113,904	129,894	55,250	55,250	--	55,250	--
Miscellaneous Revenue	3,000	5,899	52,000	52,000	--	52,000	--
Total Revenue	**116,904**	**135,792**	**180,000**	**180,000**	**--**	**180,000**	**--**
Total Sources	**116,904**	**135,792**	**180,000**	**180,000**	**--**	**180,000**	**--**
Salaries and Benefits	539,071	485,184	573,547	695,033	121,486	696,227	1,194
Services and Supplies	58,751	32,513	587,367	587,276	(91)	587,271	(5)
Other Charges	154,942	166,208	71,113	71,880	767	72,228	348
Fixed Assets	18,950	--	--	--	--	--	--
Other Financing Uses	--	--	--	--	--	--	--
Gross Appropriations	**771,714**	**683,904**	**1,232,027**	**1,354,189**	**122,162**	**1,355,726**	**1,537**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**771,714**	**683,904**	**1,232,027**	**1,354,189**	**122,162**	**1,355,726**	**1,537**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Total Requirements	**771,714**	**683,904**	**1,232,027**	**1,354,189**	**122,162**	**1,355,726**	**1,537**
Net County Cost	**654,810**	**548,112**	**1,052,027**	**1,174,189**	**122,162**	**1,175,726**	**1,537**
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	--

Special Projects and Grants (1217P)

Special Projects and Grants (1217P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	799,134	407,051	694,625	1,216,108	521,483	1,216,108	--
Intergovernmental Revenues	909,277	683,521	2,050,278	2,050,278	--	2,050,278	--
Miscellaneous Revenue	7,750	8,500	--	--	--	--	--
Total Revenue	**1,716,161**	**1,099,072**	**2,744,903**	**3,266,386**	**521,483**	**3,266,386**	**—**
Total Sources	**1,716,161**	**1,099,072**	**2,744,903**	**3,266,386**	**521,483**	**3,266,386**	**—**
Salaries and Benefits	(330)	762	--	--	--	--	--
Services and Supplies	2,157,635	2,370,053	3,330,989	3,852,472	521,483	3,852,472	--
Other Charges	269,740	252,025	244,263	244,263	--	244,263	--
Gross Appropriations	**2,427,046**	**2,622,840**	**3,575,252**	**4,096,735**	**521,483**	**4,096,735**	**—**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**2,427,046**	**2,622,840**	**3,575,252**	**4,096,735**	**521,483**	**4,096,735**	**—**
Total Requirements	**2,427,046**	**2,622,840**	**3,575,252**	**4,096,735**	**521,483**	**4,096,735**	**—**
Net County Cost	**710,885**	**1,523,769**	**830,349**	**830,349**	**—**	**830,349**	**—**

Office of Emergency Services (1219P)

Office of Emergency Services (1219P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	--	--	98,070	98,070	98,070	--
Intergovernmental Revenues	--	--	--	1,789,979	1,789,979	1,789,979	--
Charges for Services	--	--	--	50,000	50,000	50,000	--
Interfund Revenue	--	--	--	146,000	146,000	146,000	--
Total Revenue	**—**	**—**	**—**	**2,084,049**	**2,084,049**	**2,084,049**	**—**
Total Sources	**—**	**—**	**—**	**2,084,049**	**2,084,049**	**2,084,049**	**—**
Salaries and Benefits	--	--	--	1,911,349	1,911,349	1,926,193	14,844
Services and Supplies	--	--	--	1,253,205	1,253,205	1,288,693	35,488
Other Charges	--	--	--	919,840	919,840	931,486	11,646
Reclassification of Expenses	--	--	--	76,383	76,383	76,383	--
Other Financing Uses	--	--	--	25,981	25,981	26,308	327
Gross Appropriations	**—**	**—**	**—**	**4,186,758**	**4,186,758**	**4,249,063**	**62,305**
Intrafund Transfers							
Net Appropriations	**—**	**—**	**—**	**4,186,758**	**4,186,758**	**4,249,063**	**62,305**
Total Requirements	**—**	**—**	**—**	**4,186,758**	**4,186,758**	**4,249,063**	**62,305**
Net County Cost	**—**	**—**	**—**	**2,102,709**	**2,102,709**	**2,165,014**	**62,305**
Salary Resolution	--	--	8.0	10.0	2.0	10.0	--
Funded FTE	--	--	8.0	10.0	2.0	10.0	--

Project Development Unit (1230P)

Project Development Unit (1230P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Interfund Revenue	--	--	--	--	--	--	--
Miscellaneous Revenue	(88,768)	41,633	--	--	--	--	--
Total Revenue	**(88,768)**	**41,633**	**--**	**--**	**--**	**--**	**--**
Fund Balance	24,440	--	--	--	--	--	--
Total Sources	**(64,328)**	**41,633**	**--**	**--**	**--**	**--**	**--**
Salaries and Benefits	1,203,381	1,671,919	1,772,629	1,790,065	17,436	1,794,728	4,663
Services and Supplies	842,823	521,532	602,036	598,944	(3,092)	612,962	14,018
Other Charges	9,490	54,742	57,666	265,662	207,996	257,503	(8,159)
Fixed Assets	--	--	--	--	--	--	--
Other Financing Uses	720	--	--	109,114	109,114	109,464	350
Gross Appropriations	**2,056,414**	**2,248,194**	**2,432,331**	**2,763,785**	**331,454**	**2,774,657**	**10,872**
Intrafund Transfers	--	(83,249)	(150,000)	(150,000)	--	(150,000)	--
Net Appropriations	**2,056,414**	**2,164,945**	**2,282,331**	**2,613,785**	**331,454**	**2,624,657**	**10,872**
Contingencies/Dept Reserves	24,440	--	--	--	--	--	--
Total Requirements	**2,080,854**	**2,164,945**	**2,282,331**	**2,613,785**	**331,454**	**2,624,657**	**10,872**
Net County Cost	**2,145,182**	**2,123,312**	**2,282,331**	**2,613,785**	**331,454**	**2,624,657**	**10,872**
Salary Resolution	7.0	8.0	7.0	7.0	--	7.0	--
Funded FTE	7.0	8.0	7.0	7.0	--	7.0	--

CMO Revenue Services (1270B)

CMO Revenue Services (1270B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	24,360	20,851	25,000	25,000	--	25,000	--
Charges for Services	61,748	62,236	51,000	51,000	--	51,000	--
Interfund Revenue	559,317	472,488	1,190,723	650,741	(539,982)	692,466	41,725
Miscellaneous Revenue	90,101	105,414	65,000	65,000	--	65,000	--
Total Revenue	**735,527**	**660,990**	**1,331,723**	**791,741**	**(539,982)**	**833,466**	**41,725**
Fund Balance	1,088,352	655,736	--	--	--	--	--
Total Sources	**1,823,879**	**1,316,726**	**1,331,723**	**791,741**	**(539,982)**	**833,466**	**41,725**
Salaries and Benefits	2,882,009	2,674,776	2,816,741	2,862,912	46,171	2,881,823	18,911
Services and Supplies	470,152	638,774	865,882	876,526	10,644	907,037	30,511
Other Charges	371,062	369,237	369,921	367,421	(2,500)	375,068	7,647
Other Financing Uses	11,210	15,374	16,737	18,033	1,296	18,332	299
Gross Appropriations	**3,734,433**	**3,698,160**	**4,069,281**	**4,124,892**	**55,611**	**4,182,260**	**57,368**
Intrafund Transfers	(2,566,290)	(2,109,013)	(2,737,558)	(3,333,151)	(595,593)	(3,348,794)	(15,643)
Net Appropriations	**1,168,143**	**1,589,147**	**1,331,723**	**791,741**	**(539,982)**	**833,466**	**41,725**
Contingencies/Dept Reserves	655,736	--	--	--	--	--	--
Non-General Fund Reserves	--	--	--	--	--	--	--
Total Requirements	**1,823,879**	**1,589,147**	**1,331,723**	**791,741**	**(539,982)**	**833,466**	**41,725**
Net County Cost	**—**	**272,421**	**—**	**—**	**—**	**—**	**—**
Salary Resolution	22.0	22.0	19.0	19.0	--	19.0	--
Funded FTE	22.0	22.0	19.0	19.0	--	19.0	--

Assessor-County Clerk-Recorder (1300B)

Assessor-County Clerk-Recorder (1300B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	97,077	110,592	809,000	20,000	(789,000)	20,000	--
Charges for Services	14,321,197	12,662,005	13,158,963	12,442,828	(716,135)	17,305,778	4,862,950
Interfund Revenue	86,712	529,853	459,634	4,672,099	4,212,465	2,160,409	(2,511,690)
Miscellaneous Revenue	27,364	32,220	24,000	11,500	(12,500)	22,000	10,500
Total Revenue	**14,532,350**	**13,334,671**	**14,451,597**	**17,146,427**	**2,694,830**	**19,508,187**	**2,361,760**
Fund Balance	4,160,210	3,643,744	3,362,107	1,822,765	(1,539,342)	1,431,006	(391,759)
Total Sources	**18,692,560**	**16,978,415**	**17,813,704**	**18,969,192**	**1,155,488**	**20,939,193**	**1,970,001**
Salaries and Benefits	22,006,965	24,557,297	27,952,133	29,120,348	1,168,215	29,237,427	117,079
Services and Supplies	6,476,626	10,210,847	12,517,489	17,188,983	4,671,494	8,561,761	(8,627,222)
Other Charges	1,561,028	2,406,413	2,467,162	2,819,129	351,967	2,429,796	(389,333)
Fixed Assets	1,895,748	2,456,946	5,670,135	12,311,042	6,640,907	1,556,064	(10,754,978)
Other Financing Uses	535,652	511,199	577,085	577,085	--	577,085	--
Gross Appropriations	**32,476,019**	**40,142,703**	**49,184,004**	**62,016,587**	**12,832,583**	**42,362,133**	**(19,654,454)**
Intrafund Transfers	(7,292,506)	(10,381,001)	(16,497,667)	(27,323,069)	(10,825,402)	(5,262,941)	22,060,128
Net Appropriations	**25,183,513**	**29,761,702**	**32,686,337**	**34,693,518**	**2,007,181**	**37,099,192**	**2,405,674**
Contingencies/Dept Reserves	1,431,006	1,431,006	1,431,006	1,431,006	--	1,431,006	--
Total Requirements	**26,614,519**	**31,192,708**	**34,117,343**	**36,124,524**	**2,007,181**	**38,530,198**	**2,405,674**
Net County Cost	**7,921,959**	**14,214,294**	**16,303,639**	**17,155,332**	**851,693**	**17,591,005**	**435,673**
Salary Resolution	130.0	155.0	155.0	156.0	1.0	156.0	--
Funded FTE	130.0	155.0	154.9	156.0	1.1	156.0	--

Administration and Support (1320P)

Administration and Support (1320P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	--	--	--	--	--	--	--
Interfund Revenue	1,101	--	183,170	--	(183,170)	--	--
Miscellaneous Revenue	--	5,200	--	--	--	--	--
Total Revenue	**1,101**	**5,200**	**183,170**	**—**	**(183,170)**	**—**	**—**
Fund Balance	140,415	--	--	--	--	--	--
Total Sources	**141,516**	**5,200**	**183,170**	**—**	**(183,170)**	**—**	**—**
Salaries and Benefits	2,029,601	2,009,320	1,979,515	2,174,645	195,130	2,178,300	3,655
Services and Supplies	83,755	81,582	67,179	74,787	7,608	76,287	1,500
Other Charges	8,066	47,847	50,594	77,120	26,526	80,408	3,288
Fixed Assets	--	--	--	--	--	--	--
Other Financing Uses	--	--	--	--	--	--	--
Gross Appropriations	**2,121,422**	**2,138,749**	**2,097,288**	**2,326,552**	**229,264**	**2,334,995**	**8,443**
Intrafund Transfers							
Net Appropriations	**2,121,422**	**2,138,749**	**2,097,288**	**2,326,552**	**229,264**	**2,334,995**	**8,443**
Total Requirements	**2,121,422**	**2,138,749**	**2,097,288**	**2,326,552**	**229,264**	**2,334,995**	**8,443**
Net County Cost	**1,979,906**	**2,133,549**	**1,914,118**	**2,326,552**	**412,434**	**2,334,995**	**8,443**
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	--

Appraisal Services (1310P)

Appraisal Services (1310P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	7,952,489	7,232,825	7,386,889	7,834,000	447,111	7,834,000	--
Miscellaneous Revenue	2,539	14,141	4,000	4,000	--	4,000	--
Total Revenue	**7,955,028**	**7,246,966**	**7,390,889**	**7,838,000**	**447,111**	**7,838,000**	**--**
Fund Balance	3,094,983	2,594,348	2,134,006	1,822,765	(311,241)	1,431,006	(391,759)
Total Sources	**11,050,011**	**9,841,314**	**9,524,895**	**9,660,765**	**135,870**	**9,269,006**	**(391,759)**
Salaries and Benefits	13,382,223	14,940,257	17,657,863	17,700,912	43,049	18,013,384	312,472
Services and Supplies	2,029,871	3,794,303	5,082,153	7,398,273	2,316,120	1,392,462	(6,005,811)
Other Charges	925,021	1,179,357	1,181,258	1,552,637	371,379	1,124,015	(428,622)
Fixed Assets	1,888,113	1,883,076	5,470,135	11,111,042	5,640,907	1,556,064	(9,554,978)
Other Financing Uses	364,565	339,085	386,292	386,292	--	386,292	--
Gross Appropriations	**18,589,794**	**22,136,077**	**29,777,701**	**38,149,156**	**8,371,455**	**22,472,217**	**(15,676,939)**
Intrafund Transfers	(3,889,689)	(5,455,872)	(12,727,010)	(18,015,566)	(5,288,556)	(1,939,070)	16,076,496
Net Appropriations	**14,700,105**	**16,680,205**	**17,050,691**	**20,133,590**	**3,082,899**	**20,533,147**	**399,557**
Contingencies/Dept Reserves	1,431,006	1,431,006	1,431,006	1,431,006	--	1,431,006	--
Total Requirements	**16,131,111**	**18,111,211**	**18,481,697**	**21,564,596**	**3,082,899**	**21,964,153**	**399,557**
Net County Cost	**5,081,100**	**8,269,897**	**8,956,802**	**11,903,831**	**2,947,029**	**12,695,147**	**791,316**
Salary Resolution	87.0	107.0	107.0	107.0	--	107.0	--
Funded FTE	87.0	107.0	106.9	107.0	0.1	107.0	--

Elections (1330P)

Elections (1330P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	97,077	110,592	809,000	20,000	(789,000)	20,000	--
Charges for Services	3,200,913	1,770,961	2,536,574	123,328	(2,413,246)	4,836,278	4,712,950
Interfund Revenue	--	486,669	--	650,000	650,000	650,000	--
Miscellaneous Revenue	16,204	9,193	18,000	7,500	(10,500)	18,000	10,500
Total Revenue	**3,314,194**	**2,377,416**	**3,363,574**	**800,828**	**(2,562,746)**	**5,524,278**	**4,723,450**
Fund Balance	409,856	760,419	1,178,101	--	(1,178,101)	--	--
Total Sources	**3,724,050**	**3,137,835**	**4,541,675**	**800,828**	**(3,740,847)**	**5,524,278**	**4,723,450**
Salaries and Benefits	4,145,788	5,050,030	5,711,979	6,636,026	924,047	6,423,124	(212,902)
Services and Supplies	3,945,337	5,884,384	6,738,631	7,377,405	638,774	6,509,630	(867,775)
Other Charges	229,507	746,529	721,006	627,389	(93,617)	645,186	17,797
Fixed Assets	3,817	573,870	200,000	--	(200,000)	--	--
Other Financing Uses	8,421	12,336	12,320	12,320	--	12,320	--
Gross Appropriations	**8,332,869**	**12,267,148**	**13,383,936**	**14,653,140**	**1,269,204**	**13,590,260**	**(1,062,880)**
Intrafund Transfers	(3,402,817)	(4,925,128)	(3,770,657)	(9,307,503)	(5,536,846)	(3,323,871)	5,983,632
Net Appropriations	**4,930,052**	**7,342,020**	**9,613,279**	**5,345,637**	**(4,267,642)**	**10,266,389**	**4,920,752**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Total Requirements	**4,930,052**	**7,342,020**	**9,613,279**	**5,345,637**	**(4,267,642)**	**10,266,389**	**4,920,752**
Net County Cost	**1,206,003**	**4,204,186**	**5,071,604**	**4,544,809**	**(526,795)**	**4,742,111**	**197,302**
Salary Resolution	15.0	19.0	19.0	19.0	--	19.0	--
Funded FTE	15.0	19.0	19.0	19.0	--	19.0	--

County Clerk-Recorder (1340P)

County Clerk-Recorder (1340P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	3,167,795	3,658,219	3,235,500	4,485,500	1,250,000	4,635,500	150,000
Interfund Revenue	85,611	43,184	276,464	4,022,099	3,745,635	1,510,409	(2,511,690)
Miscellaneous Revenue	8,621	3,686	2,000	--	(2,000)	--	--
Total Revenue	**3,262,027**	**3,705,089**	**3,513,964**	**8,507,599**	**4,993,635**	**6,145,909**	**(2,361,690)**
Fund Balance	514,956	288,977	50,000	--	(50,000)	--	--
Total Sources	**3,776,983**	**3,994,066**	**3,563,964**	**8,507,599**	**4,943,635**	**6,145,909**	**(2,361,690)**
Salaries and Benefits	2,449,354	2,557,690	2,602,776	2,608,765	5,989	2,622,619	13,854
Services and Supplies	417,663	450,578	629,526	2,338,518	1,708,992	583,382	(1,755,136)
Other Charges	398,435	432,681	514,304	561,983	47,679	580,187	18,204
Fixed Assets	3,817	--	--	1,200,000	1,200,000	--	(1,200,000)
Other Financing Uses	162,665	159,779	178,473	178,473	--	178,473	--
Gross Appropriations	**3,431,934**	**3,600,728**	**3,925,079**	**6,887,739**	**2,962,660**	**3,964,661**	**(2,923,078)**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**3,431,934**	**3,600,728**	**3,925,079**	**6,887,739**	**2,962,660**	**3,964,661**	**(2,923,078)**
Total Requirements	**3,431,934**	**3,600,728**	**3,925,079**	**6,887,739**	**2,962,660**	**3,964,661**	**(2,923,078)**
Net County Cost	**(345,049)**	**(393,338)**	**361,115**	**(1,619,860)**	**(1,980,975)**	**(2,181,248)**	**(561,388)**
Salary Resolution	19.0	20.0	20.0	20.0	--	20.0	--
Funded FTE	19.0	20.0	20.0	20.0	--	20.0	--

Controller's Office (1400B)

Controller's Office (1400B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	239,945	169,688	554,216	548,580	(5,636)	548,799	219
Charges for Services	2,171,859	2,186,501	2,077,780	2,166,673	88,893	2,292,541	125,868
Interfund Revenue	22,216	111,929	72,375	13,310	(59,065)	13,938	628
Miscellaneous Revenue	165,856	55,176	44,000	44,000	--	44,000	--
Total Revenue	**2,599,875**	**2,523,294**	**2,748,371**	**2,772,563**	**24,192**	**2,899,278**	**126,715**
Fund Balance	2,199,449	2,106,899	2,340,287	1,873,013	(467,274)	748,550	(1,124,463)
Total Sources	**4,799,324**	**4,630,193**	**5,088,658**	**4,645,576**	**(443,082)**	**3,647,828**	**(997,748)**
Salaries and Benefits	8,621,695	8,952,036	9,912,493	11,275,237	1,362,744	11,016,283	(258,954)
Services and Supplies	2,165,342	2,701,164	4,011,587	3,890,241	(121,346)	3,056,179	(834,062)
Other Charges	1,479,274	1,701,185	2,721,282	2,445,826	(275,456)	2,004,120	(441,706)
Reclassification of Expenses	--	--	73,939	--	(73,939)	--	--
Other Financing Uses	179,687	173,669	200,325	194,813	(5,512)	195,437	624
Gross Appropriations	**12,445,997**	**13,528,054**	**16,919,626**	**17,806,117**	**886,491**	**16,272,019**	**(1,534,098)**
Intrafund Transfers	(301,602)	(735,589)	(1,703,389)	(1,918,960)	(215,571)	(948,015)	970,945
Net Appropriations	**12,144,395**	**12,792,466**	**15,216,237**	**15,887,157**	**670,920**	**15,324,004**	**(563,153)**
Contingencies/Dept Reserves	1,367,428	1,347,886	1,373,076	748,549	(624,527)	396,823	(351,726)
Total Requirements	**13,511,823**	**14,140,352**	**16,589,313**	**16,635,706**	**46,393**	**15,720,827**	**(914,879)**
Net County Cost	**8,712,498**	**9,510,159**	**11,500,655**	**11,990,130**	**489,475**	**12,072,999**	**82,869**
Salary Resolution	46.0	51.0	51.0	53.0	2.0	53.0	--
Funded FTE	46.0	51.0	50.9	53.0	2.1	53.0	--

Internal Audit

Administration (1411P)

Administration (1411P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Interfund Revenue	894	903	903	903	--	903	--
Miscellaneous Revenue	192	102	--	--	--	--	--
Total Revenue	**1,086**	**1,005**	**903**	**903**	**--**	**903**	**--**
Fund Balance	1,618,367	1,967,144	2,142,202	1,873,013	(269,189)	748,550	(1,124,463)
Total Sources	**1,619,453**	**1,968,149**	**2,143,105**	**1,873,916**	**(269,189)**	**749,453**	**(1,124,463)**
Salaries and Benefits	1,565,770	1,635,915	892,016	1,284,164	392,148	1,197,631	(86,533)
Services and Supplies	244,980	196,938	495,503	413,267	(82,236)	258,667	(154,600)
Other Charges	395,549	346,320	389,667	329,669	(59,998)	337,391	7,722
Reclassification of Expenses	--	(31,521)	128	(29,559)	(29,687)	(31,037)	(1,478)
Other Financing Uses	179,687	173,669	200,325	194,813	(5,512)	195,437	624
Gross Appropriations	**2,385,987**	**2,321,322**	**1,977,639**	**2,192,354**	**214,715**	**1,958,089**	**(234,265)**
Intrafund Transfers	(29,678)	--	(32,863)	--	32,863	--	--
Net Appropriations	**2,356,309**	**2,321,322**	**1,944,776**	**2,192,354**	**247,578**	**1,958,089**	**(234,265)**
Contingencies/Dept Reserves	1,367,428	1,322,948	1,373,076	566,964	(806,112)	214,952	(352,012)
Total Requirements	**3,723,737**	**3,644,270**	**3,317,852**	**2,759,318**	**(558,534)**	**2,173,041**	**(586,277)**
Net County Cost	**2,104,284**	**1,676,120**	**1,174,747**	**885,402**	**(289,345)**	**1,423,588**	**538,186**
Salary Resolution	6.0	6.0	4.0	5.0	1.0	5.0	--
Funded FTE	6.0	6.0	4.0	5.0	1.0	5.0	--

Internal Audit (1421P)

Internal Audit (1421P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	--	--	--	--	--	--	--
Miscellaneous Revenue	--	7,512	--	--	--	--	--
Total Revenue	**--**	**7,512**	**--**	**--**	**--**	**--**	**--**
Fund Balance	--	--	--	--	--	--	--
Total Sources	**--**	**7,512**	**--**	**--**	**--**	**--**	**--**
Salaries and Benefits	1,572,525	1,148,552	1,770,027	1,793,647	23,620	1,795,749	2,102
Services and Supplies	59,046	15,756	59,255	60,696	1,441	61,662	966
Other Charges	12,707	52,412	46,811	36,114	(10,697)	36,452	338
Reclassification of Expenses	--	1,001	1,640	1,170	(470)	1,229	59
Gross Appropriations	**1,644,279**	**1,217,722**	**1,877,733**	**1,891,627**	**13,894**	**1,895,092**	**3,465**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**1,644,279**	**1,217,722**	**1,877,733**	**1,891,627**	**13,894**	**1,895,092**	**3,465**
Contingencies/Dept Reserves	--	--	--	181,585	181,585	181,871	286
Total Requirements	**1,644,279**	**1,217,722**	**1,877,733**	**2,073,212**	**195,479**	**2,076,963**	**3,751**
Net County Cost	**1,644,279**	**1,210,210**	**1,877,733**	**2,073,212**	**195,479**	**2,076,963**	**3,751**
Salary Resolution	8.0	8.0	9.0	9.0	--	9.0	--
Funded FTE	8.0	8.0	8.9	9.0	0.1	9.0	--

Payroll Services (1431P)

Payroll Services (1431P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	22,379	23,496	30,971	31,855	884	32,766	911
Interfund Revenue	8,655	9,521	--	--	--	--	--
Miscellaneous Revenue	43	226	--	--	--	--	--
Total Revenue	**31,078**	**33,243**	**30,971**	**31,855**	**884**	**32,766**	**911**
Fund Balance	--	139,755	198,085	--	(198,085)	--	--
Total Sources	**31,078**	**172,998**	**229,056**	**31,855**	**(197,201)**	**32,766**	**911**
Salaries and Benefits	1,325,817	1,410,704	1,435,020	1,502,174	67,154	1,505,972	3,798
Services and Supplies	1,162,501	1,239,311	1,449,350	1,481,866	32,516	1,443,803	(38,063)
Other Charges	1,007,666	1,086,474	1,535,849	1,364,717	(171,132)	1,411,271	46,554
Reclassification of Expenses	--	1,042	2,090	1,879	(211)	1,973	94
Gross Appropriations	**3,495,985**	**3,737,531**	**4,422,309**	**4,350,636**	**(71,673)**	**4,363,019**	**12,383**
Intrafund Transfers	--	--	--	--	--	--	--
Net Appropriations	**3,495,985**	**3,737,531**	**4,422,309**	**4,350,636**	**(71,673)**	**4,363,019**	**12,383**
Total Requirements	**3,495,985**	**3,737,531**	**4,422,309**	**4,350,636**	**(71,673)**	**4,363,019**	**12,383**
Net County Cost	**3,464,907**	**3,564,533**	**4,193,253**	**4,318,781**	**125,528**	**4,330,253**	**11,472**
Salary Resolution	7.0	8.0	8.0	8.0	--	8.0	--
Funded FTE	7.0	8.0	8.0	8.0	--	8.0	--

Controller Information Systems (1432P)

Controller Information Systems (1432P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Interfund Revenue	--	87,572	71,472	12,407	(59,065)	13,035	628
Miscellaneous Revenue	--	200	--	--	--	--	--
Total Revenue	**--**	**87,772**	**71,472**	**12,407**	**(59,065)**	**13,035**	**628**
Fund Balance	--	--	--	--	--	--	--
Total Sources	**--**	**87,772**	**71,472**	**12,407**	**(59,065)**	**13,035**	**628**
Salaries and Benefits	971,304	1,099,555	1,542,995	1,546,146	3,151	1,539,508	(6,638)
Services and Supplies	4,966	464,647	859,002	878,205	19,203	396,279	(481,926)
Other Charges	4,882	59,969	581,859	581,379	(480)	83,648	(497,731)
Reclassification of Expenses	--	28,840	69,035	24,906	(44,129)	26,151	1,245
Gross Appropriations	**981,153**	**1,653,011**	**3,052,891**	**3,030,636**	**(22,255)**	**2,045,586**	**(985,050)**
Intrafund Transfers	(51,812)	(488,153)	(1,439,438)	(1,475,960)	(36,522)	(500,015)	975,945
Net Appropriations	**929,341**	**1,164,858**	**1,613,453**	**1,554,676**	**(58,777)**	**1,545,571**	**(9,105)**
Contingencies/Dept Reserves	--	24,938	--	--	--	--	--
Total Requirements	**929,341**	**1,189,796**	**1,613,453**	**1,554,676**	**(58,777)**	**1,545,571**	**(9,105)**
Net County Cost	**929,341**	**1,102,024**	**1,541,981**	**1,542,269**	**288**	**1,532,536**	**(9,733)**
Salary Resolution	5.0	6.0	7.0	7.0	--	7.0	--
Funded FTE	5.0	6.0	7.0	7.0	--	7.0	--

General Accounting (1441P)

General Accounting (1441P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	47,605	55,891	70,051	72,208	2,157	79,374	7,166
Interfund Revenue	12,666	13,933	--	--	--	--	--
Miscellaneous Revenue	165,621	44,129	44,000	44,000	--	44,000	--
Total Revenue	**225,892**	**113,953**	**114,051**	**116,208**	**2,157**	**123,374**	**7,166**
Fund Balance	--	--	--	--	--	--	--
Total Sources	**225,892**	**113,953**	**114,051**	**116,208**	**2,157**	**123,374**	**7,166**
Salaries and Benefits	1,416,556	1,548,576	1,919,478	1,788,376	(131,102)	1,802,801	14,425
Services and Supplies	31,085	4,691	50,863	8,027	(42,836)	10,027	2,000
Other Charges	38,631	88,194	98,486	66,906	(31,580)	67,621	715
Reclassification of Expenses	--	59	97	150	53	157	7
Gross Appropriations	**1,486,272**	**1,641,521**	**2,068,924**	**1,863,459**	**(205,465)**	**1,880,606**	**17,147**
Intrafund Transfers	--	(4,851)	--	--	--	--	--
Net Appropriations	**1,486,272**	**1,636,669**	**2,068,924**	**1,863,459**	**(205,465)**	**1,880,606**	**17,147**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Total Requirements	**1,486,272**	**1,636,669**	**2,068,924**	**1,863,459**	**(205,465)**	**1,880,606**	**17,147**
Net County Cost	**1,260,380**	**1,522,716**	**1,954,873**	**1,747,251**	**(207,622)**	**1,757,232**	**9,981**
Salary Resolution	11.0	12.0	11.0	11.0	--	11.0	--
Funded FTE	11.0	12.0	11.0	11.0	--	11.0	--

Property Tax/Special Accounting (1461P)

Property Tax/Special Accounting (1461P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Intergovernmental Revenues	239,945	169,688	554,216	548,580	(5,636)	548,799	219
Charges for Services	2,101,875	2,107,113	1,976,758	2,062,610	85,852	2,180,401	117,791
Interfund Revenue	--	--	--	--	--	--	--
Miscellaneous Revenue	--	3,007	--	--	--	--	--
Total Revenue	**2,341,820**	**2,279,808**	**2,530,974**	**2,611,190**	**80,216**	**2,729,200**	**118,010**
Fund Balance	581,082	--	--	--	--	--	--
Total Sources	**2,922,902**	**2,279,808**	**2,530,974**	**2,611,190**	**80,216**	**2,729,200**	**118,010**
Salaries and Benefits	1,769,722	2,108,734	2,352,957	3,360,730	1,007,773	3,174,622	(186,108)
Services and Supplies	662,763	779,821	1,097,614	1,048,180	(49,434)	885,741	(162,439)
Other Charges	19,838	67,815	68,610	67,041	(1,569)	67,737	696
Reclassification of Expenses	--	579	949	1,454	505	1,527	73
Gross Appropriations	**2,452,322**	**2,956,949**	**3,520,130**	**4,477,405**	**957,275**	**4,129,627**	**(347,778)**
Intrafund Transfers	(220,113)	(242,584)	(231,088)	(443,000)	(211,912)	(448,000)	(5,000)
Net Appropriations	**2,232,209**	**2,714,364**	**3,289,042**	**4,034,405**	**745,363**	**3,681,627**	**(352,778)**
Contingencies/Dept Reserves	--	--	--	--	--	--	--
Total Requirements	**2,232,209**	**2,714,364**	**3,289,042**	**4,034,405**	**745,363**	**3,681,627**	**(352,778)**
Net County Cost	**(690,692)**	**434,556**	**758,068**	**1,423,215**	**665,147**	**952,427**	**(470,788)**
Salary Resolution	9.0	11.0	12.0	13.0	1.0	13.0	--
Funded FTE	9.0	11.0	12.0	13.0	1.0	13.0	--

Treasurer - Tax Collector (1500B)

Treasurer - Tax Collector (1500B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Licenses, Permits and Franchises	2,372	1,545	1,850	1,550	(300)	1,550	--
Use of Money and Property	--	--	--	--	--	--	--
Charges for Services	6,869,919	5,065,149	7,407,885	7,377,885	(30,000)	7,951,784	573,899
Interfund Revenue	2,077,091	2,794,743	1,133,014	842,886	(290,128)	112,886	(730,000)
Miscellaneous Revenue	123,654	114,248	56,000	60,000	4,000	60,000	--
Total Revenue	**9,073,035**	**7,975,684**	**8,598,749**	**8,282,321**	**(316,428)**	**8,126,220**	**(156,101)**
Fund Balance	4,087,746	5,167,910	2,988,908	2,635,851	(353,057)	267,284	(2,368,567)
Total Sources	**13,160,781**	**13,143,594**	**11,587,657**	**10,918,172**	**(669,485)**	**8,393,504**	**(2,524,668)**
Salaries and Benefits	4,039,860	3,849,973	5,606,636	5,511,330	(95,306)	5,356,197	(155,133)
Services and Supplies	3,412,592	6,022,630	6,223,887	5,368,693	(855,194)	4,521,338	(847,355)
Other Charges	872,874	750,039	2,484,696	1,807,968	(676,728)	1,262,880	(545,088)
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	72,668	--	40,000	40,000	--	--	(40,000)
Other Financing Uses	172,856	158,789	182,595	182,895	300	183,295	400
Gross Appropriations	**8,570,850**	**10,781,430**	**14,537,814**	**12,910,886**	**(1,626,928)**	**11,323,710**	**(1,587,176)**
Intrafund Transfers	(601,576)	(128,011)	(200,000)	(110,000)	90,000	(902,626)	(792,626)
Net Appropriations	**7,969,275**	**10,653,419**	**14,337,814**	**12,800,886**	**(1,536,928)**	**10,421,084**	**(2,379,802)**
Contingencies/Dept Reserves	267,284	267,284	267,284	267,284	--	267,284	--
Total Requirements	**8,236,559**	**10,920,703**	**14,605,098**	**13,068,170**	**(1,536,928)**	**10,688,368**	**(2,379,802)**
Net County Cost	**(4,924,222)**	**(2,222,891)**	**3,017,441**	**2,149,998**	**(867,443)**	**2,294,864**	**144,866**
Salary Resolution	34.0	34.0	34.0	34.0	--	34.0	--
Funded FTE	34.0	34.0	34.0	34.0	--	34.0	--

Tax Collector (1510P)

Tax Collector (1510P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Licenses, Permits and Franchises	2,372	1,545	1,850	1,550	(300)	1,550	--
Charges for Services	2,565,731	1,686,362	1,776,391	1,746,391	(30,000)	1,746,391	--
Interfund Revenue	2,000,000	2,712,736	1,063,014	772,886	(290,128)	42,886	(730,000)
Miscellaneous Revenue	60,827	77,838	56,000	60,000	4,000	60,000	--
Total Revenue	**4,628,930**	**4,478,481**	**2,897,255**	**2,580,827**	**(316,428)**	**1,850,827**	**(730,000)**
Fund Balance	2,446,464	2,446,464	1,469,948	683,442	(786,506)	162,817	(520,625)
Total Sources	**7,075,394**	**6,924,945**	**4,367,203**	**3,264,269**	**(1,102,934)**	**2,013,644**	**(1,250,625)**
Salaries and Benefits	1,940,449	2,171,505	2,370,552	2,286,667	(83,885)	2,349,188	62,521
Services and Supplies	2,885,885	3,897,532	3,445,860	2,343,745	(1,102,115)	1,936,918	(406,827)
Other Charges	352,748	311,791	388,007	392,707	4,700	356,707	(36,000)
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	27,676	--	--	--	--	--	--
Other Financing Uses	99,738	65,841	73,742	73,742	--	73,742	--
Gross Appropriations	**5,306,497**	**6,446,669**	**6,278,161**	**5,096,861**	**(1,181,300)**	**4,716,555**	**(380,306)**
Intrafund Transfers	(330,653)	(5,965)	--	--	--	(792,626)	(792,626)
Net Appropriations	**4,975,844**	**6,440,704**	**6,278,161**	**5,096,861**	**(1,181,300)**	**3,923,929**	**(1,172,932)**
Contingencies/Dept Reserves	162,817	162,817	162,817	162,817	--	162,817	--
Total Requirements	**5,138,661**	**6,603,521**	**6,440,978**	**5,259,678**	**(1,181,300)**	**4,086,746**	**(1,172,932)**
Net County Cost	**(1,936,733)**	**(321,424)**	**2,073,775**	**1,995,409**	**(78,366)**	**2,073,102**	**77,693**
Salary Resolution	15.0	15.0	15.0	15.0	--	15.0	--
Funded FTE	15.0	15.0	15.0	15.0	--	15.0	--

Treasurer (1520P)

Treasurer (1520P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	4,304,188	3,378,787	5,631,494	5,631,494	--	6,205,393	573,899
Interfund Revenue	77,091	82,007	70,000	70,000	--	70,000	--
Miscellaneous Revenue	62,827	36,410	--	--	--	--	--
Total Revenue	**4,444,105**	**3,497,203**	**5,701,494**	**5,701,494**	**--**	**6,275,393**	**573,899**
Fund Balance	1,641,282	2,721,446	1,518,960	1,952,409	433,449	104,467	(1,847,942)
Total Sources	**6,085,387**	**6,218,649**	**7,220,454**	**7,653,903**	**433,449**	**6,379,860**	**(1,274,043)**
Salaries and Benefits	2,099,411	1,678,468	3,236,084	3,224,663	(11,421)	3,007,009	(217,654)
Services and Supplies	526,707	2,125,099	2,778,027	3,024,948	246,921	2,584,420	(440,528)
Other Charges	520,126	438,247	2,096,689	1,415,261	(681,428)	906,173	(509,088)
Reclassification of Expenses	--	--	--	--	--	--	--
Fixed Assets	44,993	--	40,000	40,000	--	--	(40,000)
Other Financing Uses	73,117	92,947	108,853	109,153	300	109,553	400
Gross Appropriations	**3,264,353**	**4,334,761**	**8,259,653**	**7,814,025**	**(445,628)**	**6,607,155**	**(1,206,870)**
Intrafund Transfers	(270,922)	(122,046)	(200,000)	(110,000)	90,000	(110,000)	--
Net Appropriations	**2,993,431**	**4,212,715**	**8,059,653**	**7,704,025**	**(355,628)**	**6,497,155**	**(1,206,870)**
Contingencies/Dept Reserves	104,467	104,467	104,467	104,467	--	104,467	--
Total Requirements	**3,097,898**	**4,317,182**	**8,164,120**	**7,808,492**	**(355,628)**	**6,601,622**	**(1,206,870)**
Net County Cost	**(2,987,489)**	**(1,901,467)**	**943,666**	**154,589**	**(789,077)**	**221,762**	**67,173**
Salary Resolution	19.0	19.0	19.0	19.0	--	19.0	--
Funded FTE	19.0	19.0	19.0	19.0	--	19.0	--

Information Services Department (1800B)

Information Services Department (1800B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	6,868,991	2,913,843	8,194,827	6,068,465	(2,126,362)	5,000,000	(1,068,465)
Use of Money and Property	215,295	223,150	446,028	190,138	(255,890)	190,138	--
Intergovernmental Revenues	823,974	3,301,106	8,866,304	9,051,698	185,394	5,000,000	(4,051,698)
Charges for Services	1,134,518	1,133,039	1,117,263	1,441,795	324,532	1,450,368	8,573
Interfund Revenue	7,885,213	10,536,670	11,005,165	11,923,490	918,325	12,073,381	149,891
Miscellaneous Revenue	59,618	273,579	--	--	--	--	--
Total Revenue	**16,987,610**	**18,381,386**	**29,629,587**	**28,675,586**	**(954,001)**	**23,713,887**	**(4,961,699)**
Fund Balance	11,515,836	12,348,582	13,906,643	11,459,096	(2,447,547)	6,480,261	(4,978,835)
Total Sources	**28,503,446**	**30,729,968**	**43,536,230**	**40,134,682**	**(3,401,548)**	**30,194,148**	**(9,940,534)**
Salaries and Benefits	26,886,293	27,648,000	31,976,815	31,045,158	(931,657)	31,147,090	101,932
Services and Supplies	26,509,629	17,782,834	34,608,942	36,084,786	1,475,844	22,450,311	(13,634,475)
Other Charges	2,761,772	2,684,754	3,295,144	2,263,427	(1,031,717)	2,308,503	45,076
Reclassification of Expenses	--	--	--	--	--	4	4
Fixed Assets	2,442,988	646,039	3,700,000	59,639	(3,640,361)	57,000	(2,639)
Other Financing Uses	341,602	370,120	291,940	292,148	208	293,570	1,422
Gross Appropriations	**58,942,284**	**49,131,746**	**73,872,841**	**69,745,158**	**(4,127,683)**	**56,256,478**	**(13,488,680)**
Intrafund Transfers	(42,194,420)	(32,511,152)	(37,441,872)	(36,090,737)	1,351,135	(32,542,591)	3,548,146
Net Appropriations	**16,747,864**	**16,620,594**	**36,430,969**	**33,654,421**	**(2,776,548)**	**23,713,887**	**(9,940,534)**
Contingencies/Dept Reserves	11,755,582	14,109,374	7,105,261	6,480,261	(625,000)	6,480,261	--
Total Requirements	**28,503,446**	**30,729,968**	**43,536,230**	**40,134,682**	**(3,401,548)**	**30,194,148**	**(9,940,534)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	128.0	135.0	135.0	135.0	--	135.0	--
Funded FTE	128.0	135.0	134.4	134.9	0.5	134.9	--

Business & Fiscal Administration (1810P)

Business & Fiscal Administration (1810P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	1,738	170,995	--	(170,995)	--	--
Intergovernmental Revenues	--	10,983	28,499	--	(28,499)	--	--
Charges for Services	450,932	--	--	1,760	1,760	1,655	(105)
Interfund Revenue	7,004,528	1,188	--	57,360	57,360	53,939	(3,421)
Miscellaneous Revenue	13	1,619	--	--	--	--	--
Total Revenue	**7,455,474**	**15,527**	**199,494**	**59,120**	**(140,374)**	**55,594**	**(3,526)**
Fund Balance	2,861,415	3,489,150	5,438,673	4,978,835	(459,838)	--	(4,978,835)
Total Sources	**10,316,889**	**3,504,677**	**5,638,167**	**5,037,955**	**(600,212)**	**55,594**	**(4,982,361)**
Salaries and Benefits	3,426,874	3,537,211	4,443,189	4,212,973	(230,216)	4,240,260	27,287
Services and Supplies	1,878,668	667,051	5,343,524	5,907,807	564,283	1,019,692	(4,888,115)
Other Charges	614,176	795,566	662,613	588,997	(73,616)	610,454	21,457
Reclassification of Expenses	--	(4,969,557)	(4,783,489)	(5,620,212)	(836,723)	(5,773,729)	(153,517)
Other Financing Uses	42,947	70,824	57,827	47,007	(10,820)	47,810	803
Gross Appropriations	**5,962,665**	**101,095**	**5,723,664**	**5,136,572**	**(587,092)**	**144,487**	**(4,992,085)**
Intrafund Transfers	(31,461,502)	(48,897)	(85,497)	(141,670)	(56,173)	(133,219)	8,451
Net Appropriations	**(25,498,837)**	**52,198**	**5,638,167**	**4,994,902**	**(643,265)**	**11,268**	**(4,983,634)**
Total Requirements	**(25,498,837)**	**52,198**	**5,638,167**	**4,994,902**	**(643,265)**	**11,268**	**(4,983,634)**
Net County Cost	**(35,815,726)**	**(3,452,479)**	**--**	**(43,053)**	**(43,053)**	**(44,326)**	**(1,273)**
Salary Resolution	17.0	18.0	18.0	18.0	--	18.0	--
Funded FTE	17.0	18.0	18.0	18.0	--	18.0	--

Client Success (1820P)

Client Success (1820P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	27,374	--	--	--	--	--
Charges for Services	--	34,486	36,106	36,690	584	37,046	356
Interfund Revenue	3,803	3,955,965	4,247,193	4,348,893	101,700	4,393,881	44,988
Miscellaneous Revenue	3,562	2,414	--	--	--	--	--
Total Revenue	**7,365**	**4,020,240**	**4,283,299**	**4,385,583**	**102,284**	**4,430,927**	**45,344**
Fund Balance	--	138,000	317,513	138,000	(179,513)	138,000	--
Total Sources	**7,365**	**4,158,240**	**4,600,812**	**4,523,583**	**(77,229)**	**4,568,927**	**45,344**
Salaries and Benefits	7,497,866	7,659,002	8,386,561	8,847,598	461,037	8,883,310	35,712
Services and Supplies	2,964,378	121,287	297,010	297,438	428	316,488	19,050
Other Charges	109,356	93,103	184,838	317,199	132,361	335,187	17,988
Reclassification of Expenses	--	1,811,754	2,190,313	2,099,882	(90,431)	2,151,706	51,824
Fixed Assets	108,883	4,425	--	--	--	--	--
Other Financing Uses	5,721	6,671	13,832	19,030	5,198	19,644	614
Gross Appropriations	**10,686,204**	**9,696,242**	**11,072,554**	**11,581,147**	**508,593**	**11,706,335**	**125,188**
Intrafund Transfers	(2,180,124)	(6,355,144)	(6,609,742)	(6,683,201)	(73,459)	(6,754,154)	(70,953)
Net Appropriations	**8,506,080**	**3,341,097**	**4,462,812**	**4,897,946**	**435,134**	**4,952,181**	**54,235**
Contingencies/Dept Reserves	--	138,000	138,000	138,000	--	138,000	--
Total Requirements	**8,506,080**	**3,479,098**	**4,600,812**	**5,035,946**	**435,134**	**5,090,181**	**54,235**
Net County Cost	**8,498,716**	**(679,142)**	**—**	**512,363**	**512,363**	**521,254**	**8,891**
Salary Resolution	42.0	42.0	42.0	42.0	--	42.0	--
Funded FTE	42.0	42.0	41.6	41.9	0.3	41.9	--

IT Operations (1830P)

IT Operations (1830P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	705,176	665,430	580,648	(84,782)	583,606	2,958
Use of Money and Property	215,295	223,150	446,028	190,138	(255,890)	190,138	--
Intergovernmental Revenues	--	--	--	346,920	346,920	386,110	39,190
Charges for Services	681,431	770,038	771,855	796,411	24,556	797,204	793
Interfund Revenue	804,624	2,569,929	2,745,657	2,619,511	(126,146)	2,645,499	25,988
Miscellaneous Revenue	56,042	656	--	--	--	--	--
Total Revenue	**1,757,392**	**4,268,948**	**4,628,970**	**4,533,628**	**(95,342)**	**4,602,557**	**68,929**
Fund Balance	3,647,402	3,632,359	2,835,562	2,085,471	(750,091)	2,085,471	--
Total Sources	**5,404,794**	**7,901,307**	**7,464,532**	**6,619,099**	**(845,433)**	**6,688,028**	**68,929**
Salaries and Benefits	6,484,364	6,961,643	7,565,277	7,468,839	(96,438)	7,479,406	10,567
Services and Supplies	6,326,759	4,959,096	6,953,709	4,220,413	(2,733,296)	4,253,125	32,712
Other Charges	1,950,302	768,156	1,074,104	909,963	(164,141)	943,166	33,203
Reclassification of Expenses	--	4,924	(422,726)	245,536	668,262	285,837	40,301
Fixed Assets	52,915	253,969	25,000	--	(25,000)	--	--
Other Financing Uses	204,344	198,471	151,477	203,031	51,554	202,962	(69)
Gross Appropriations	**15,018,683**	**13,146,259**	**15,346,841**	**13,047,782**	**(2,299,059)**	**13,164,496**	**116,714**
Intrafund Transfers	(4,579,081)	(8,536,420)	(9,967,780)	(9,113,165)	854,615	(9,175,341)	(62,176)
Net Appropriations	**10,439,602**	**4,609,839**	**5,379,061**	**3,934,617**	**(1,444,444)**	**3,989,155**	**54,538**
Contingencies/Dept Reserves	6,661,162	13,184,185	2,085,471	2,085,471	--	2,085,471	--
Total Requirements	**17,100,764**	**17,794,024**	**7,464,532**	**6,020,088**	**(1,444,444)**	**6,074,626**	**54,538**
Net County Cost	**11,695,970**	**9,892,717**	**--**	**(599,011)**	**(599,011)**	**(613,402)**	**(14,391)**
Salary Resolution	29.0	32.0	32.0	32.0	--	32.0	--
Funded FTE	29.0	32.0	32.0	32.0	--	32.0	--

Planning & Project Management (1844P)

Planning & Project Management (1844P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	6,868,991	1,684,931	6,788,420	5,487,817	(1,300,603)	4,416,394	(1,071,423)
Intergovernmental Revenues	823,974	3,290,123	8,837,805	8,704,778	(133,027)	4,613,890	(4,090,888)
Charges for Services	2,155	12,766	--	--	--	--	--
Interfund Revenue	47,758	140,456	--	--	--	--	--
Miscellaneous Revenue	--	182,963	--	--	--	--	--
Total Revenue	**7,742,878**	**5,311,240**	**15,626,225**	**14,192,595**	**(1,433,630)**	**9,030,284**	**(5,162,311)**
Fund Balance	4,309,055	4,301,884	4,100,664	3,469,601	(631,063)	3,469,601	--
Total Sources	**12,051,933**	**9,613,124**	**19,726,889**	**17,662,196**	**(2,064,693)**	**12,499,885**	**(5,162,311)**
Salaries and Benefits	721,454	517,202	840,992	261,881	(579,111)	262,347	466
Services and Supplies	7,404,362	6,126,638	14,462,262	18,517,554	4,055,292	9,489,468	(9,028,086)
Other Charges	14,098	708,703	1,126,544	64,691	(1,061,853)	24,367	(40,324)
Reclassification of Expenses	--	167,733	240,786	(139,400)	(380,186)	(137,826)	1,574
Fixed Assets	2,248,930	383,221	3,675,000	59,639	(3,615,361)	57,000	(2,639)
Gross Appropriations	**10,388,844**	**7,903,497**	**20,345,584**	**18,764,365**	**(1,581,219)**	**9,695,356**	**(9,069,009)**
Intrafund Transfers	(3,973,713)	(2,768,709)	(4,713,296)	(4,571,770)	141,526	(665,072)	3,906,698
Net Appropriations	**6,415,131**	**5,134,788**	**15,632,288**	**14,192,595**	**(1,439,693)**	**9,030,284**	**(5,162,311)**
Contingencies/Dept Reserves	4,307,231	--	4,094,601	3,469,601	(625,000)	3,469,601	--
Total Requirements	**10,722,362**	**5,134,788**	**19,726,889**	**17,662,196**	**(2,064,693)**	**12,499,885**	**(5,162,311)**
Net County Cost	**(1,329,571)**	**(4,478,336)**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	1.0	1.0	1.0	1.0	--	1.0	--
Funded FTE	1.0	1.0	1.0	1.0	--	1.0	--

IT Security (1850P)

IT Security (1850P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	--	494,624	569,982	--	(569,982)	--	--
Charges for Services	--	85,771	81,575	93,621	12,046	94,775	1,154
Interfund Revenue	24,500	2,506,954	2,461,550	3,051,139	589,589	3,088,743	37,604
Miscellaneous Revenue	1	81,384	--	--	--	--	--
Total Revenue	**24,501**	**3,168,733**	**3,113,107**	**3,144,760**	**31,653**	**3,183,518**	**38,758**
Fund Balance	555,189	555,189	844,665	555,189	(289,476)	555,189	--
Total Sources	**579,690**	**3,723,922**	**3,957,772**	**3,699,949**	**(257,823)**	**3,738,707**	**38,758**
Salaries and Benefits	2,800,544	3,285,410	3,822,197	3,718,382	(103,815)	3,726,879	8,497
Services and Supplies	4,225,435	4,624,411	5,986,419	5,092,197	(894,222)	5,188,454	96,257
Other Charges	41,386	55,715	108,173	117,142	8,969	121,569	4,427
Reclassification of Expenses	--	1,430,729	1,049,904	1,729,720	679,816	1,752,097	22,377
Fixed Assets	32,261	4,425	--	--	--	--	--
Other Financing Uses	72,088	75,052	66,449	23,080	(43,369)	23,154	74
Gross Appropriations	**7,171,714**	**9,475,742**	**11,033,142**	**10,680,521**	**(352,621)**	**10,812,153**	**131,632**
Intrafund Transfers	--	(7,508,355)	(7,630,559)	(7,535,761)	94,798	(7,628,635)	(92,874)
Net Appropriations	**7,171,714**	**1,967,387**	**3,402,583**	**3,144,760**	**(257,823)**	**3,183,518**	**38,758**
Contingencies/Dept Reserves	555,189	555,189	555,189	555,189	--	555,189	--
Total Requirements	**7,726,903**	**2,522,576**	**3,957,772**	**3,699,949**	**(257,823)**	**3,738,707**	**38,758**
Net County Cost	**7,147,213**	**(1,201,346)**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	14.0	15.0	15.0	15.0	--	15.0	--
Funded FTE	14.0	15.0	15.0	15.0	--	15.0	--

Applications (1860P)

Applications (1860P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	--	229,977	227,727	513,313	285,586	519,688	6,375
Interfund Revenue	--	1,362,178	1,550,765	1,846,587	295,822	1,891,319	44,732
Miscellaneous Revenue	--	4,543	--	--	--	--	--
Total Revenue	**--**	**1,596,699**	**1,778,492**	**2,359,900**	**581,408**	**2,411,007**	**51,107**
Fund Balance	142,775	232,000	369,566	232,000	(137,566)	232,000	--
Total Sources	**142,775**	**1,828,699**	**2,148,058**	**2,591,900**	**443,842**	**2,643,007**	**51,107**
Salaries and Benefits	5,955,191	5,687,531	6,918,599	6,535,485	(383,114)	6,554,888	19,403
Services and Supplies	3,710,027	1,284,352	1,566,018	2,049,377	483,359	2,183,084	133,707
Other Charges	32,454	263,510	138,872	265,435	126,563	273,760	8,325
Reclassification of Expenses	--	1,554,417	1,725,212	1,684,474	(40,738)	1,721,919	37,445
Other Financing Uses	16,502	19,101	2,355	--	(2,355)	--	--
Gross Appropriations	**9,714,174**	**8,808,911**	**10,351,056**	**10,534,771**	**183,715**	**10,733,651**	**198,880**
Intrafund Transfers	--	(7,293,626)	(8,434,998)	(8,045,170)	389,828	(8,186,170)	(141,000)
Net Appropriations	**9,714,174**	**1,515,285**	**1,916,058**	**2,489,601**	**573,543**	**2,547,481**	**57,880**
Contingencies/Dept Reserves	232,000	232,000	232,000	232,000	--	232,000	--
Total Requirements	**9,946,174**	**1,747,285**	**2,148,058**	**2,721,601**	**573,543**	**2,779,481**	**57,880**
Net County Cost	**9,803,399**	**(81,413)**	**--**	**129,701**	**129,701**	**136,474**	**6,773**
Salary Resolution	25.0	27.0	27.0	27.0	--	27.0	--
Funded FTE	25.0	27.0	26.9	27.0	0.1	27.0	--

Grand Jury (1920B)

Grand Jury (1920B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Total Sources							
Salaries and Benefits	--	--	--	--	--	--	--
Services and Supplies	112,060	113,004	123,922	123,922	--	123,922	--
Other Charges	431	125	440	599	159	601	2
Gross Appropriations	**112,491**	**113,129**	**124,362**	**124,521**	**159**	**124,523**	**2**
Intrafund Transfers							
Net Appropriations	**112,491**	**113,129**	**124,362**	**124,521**	**159**	**124,523**	**2**
Total Requirements	**112,491**	**113,129**	**124,362**	**124,521**	**159**	**124,523**	**2**
Net County Cost	**112,491**	**113,129**	**124,362**	**124,521**	**159**	**124,523**	**2**

Retirement Office (2000B)

Retirement Office (2000B)
Retirement Trust Fund (Information Only)
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Miscellaneous Revenue	7,814,728	7,537,206	8,458,483	9,476,277	1,017,794	9,111,964	(364,313)
Other Financing Sources	--	--	--	114,968	114,968	114,968	--
Total Revenue	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Total Sources	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Salaries and Benefits	4,689,248	5,091,521	5,548,167	5,791,494	243,327	5,797,042	5,548
Services and Supplies	2,996,639	2,181,952	2,624,905	3,456,268	831,363	3,069,232	(387,036)
Other Charges	128,840	263,734	285,411	343,483	58,072	360,658	17,175
Fixed Assets	--	--	--	--	--	--	--
Gross Appropriations	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Intrafund Transfers							
Net Appropriations	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Total Requirements	**7,814,728**	**7,537,206**	**8,458,483**	**9,591,245**	**1,132,762**	**9,226,932**	**(364,313)**
Net County Cost	**--**	**--**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	24.0	23.0	23.0	23.0	--	23.0	--
Funded FTE	24.0	23.0	22.8	23.0	0.2	23.0	--

Human Resources Department (1700B)

Human Resources Department (1700B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	400,000	276,401	411,629	424,360	12,731	424,360	--
Charges for Services	368,988	297,588	374,500	334,575	(39,925)	349,575	15,000
Interfund Revenue	6,965,735	7,461,014	8,841,646	9,119,073	277,427	9,213,357	94,284
Miscellaneous Revenue	226,246	257,434	239,693	198,263	(41,430)	213,263	15,000
Other Financing Sources	--	--	--	--	--	--	--
Total Revenue	**7,960,969**	**8,292,437**	**9,867,468**	**10,076,271**	**208,803**	**10,200,555**	**124,284**
Fund Balance	1,341,898	1,382,560	1,875,036	1,751,099	(123,937)	501,508	(1,249,591)
Total Sources	**9,302,867**	**9,674,997**	**11,742,504**	**11,827,370**	**84,866**	**10,702,063**	**(1,125,307)**
Salaries and Benefits	12,211,327	12,601,491	14,383,868	14,587,814	203,946	14,721,830	134,016
Services and Supplies	2,264,688	1,749,877	3,176,403	2,993,025	(183,378)	2,518,974	(474,051)
Other Charges	1,059,884	1,427,418	1,608,949	1,583,364	(25,585)	1,618,150	34,786
Reclassification of Expenses	--	--	(23,000)	(23,000)	--	(23,000)	--
Fixed Assets	--	--	--	--	--	--	--
Other Financing Uses	424,374	62,238	936,711	1,127,641	190,930	303,353	(824,288)
Gross Appropriations	**15,960,273**	**15,841,025**	**20,082,931**	**20,268,844**	**185,913**	**19,139,307**	**(1,129,537)**
Intrafund Transfers	(1,117,327)	(916,590)	(1,244,159)	(1,148,975)	95,184	(1,044,768)	104,207
Net Appropriations	**14,842,946**	**14,924,435**	**18,838,772**	**19,119,869**	**281,097**	**18,094,539**	**(1,025,330)**
Contingencies/Dept Reserves	456,807	501,508	501,508	501,508	--	501,508	--
Total Requirements	**15,299,753**	**15,425,943**	**19,340,280**	**19,621,377**	**281,097**	**18,596,047**	**(1,025,330)**
Net County Cost	**5,996,886**	**5,750,946**	**7,597,776**	**7,794,007**	**196,231**	**7,893,984**	**99,977**
Salary Resolution	62.0	63.0	63.0	63.0	--	63.0	--
Funded FTE	62.0	63.0	62.7	63.0	0.3	63.0	--

Employee Benefits & Wellness and HRIM (1720P)

Employee Benefits & Wellness and HRIM (1720P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Interfund Revenue	2,451,218	2,405,837	3,117,286	3,157,157	39,871	3,211,670	54,513
Miscellaneous Revenue	151,504	113,955	154,096	151,096	(3,000)	151,096	--
Total Revenue	**2,602,722**	**2,519,792**	**3,271,382**	**3,308,253**	**36,871**	**3,362,766**	**54,513**
Fund Balance	64,412	--	--	--	--	--	--
Total Sources	**2,667,134**	**2,519,792**	**3,271,382**	**3,308,253**	**36,871**	**3,362,766**	**54,513**
Salaries and Benefits	3,138,138	2,966,958	3,560,423	3,610,708	50,285	3,664,098	53,390
Services and Supplies	407,571	322,275	472,746	497,691	24,945	497,691	--
Other Charges	102,751	253,517	288,338	276,500	(11,838)	282,213	5,713
Other Financing Uses	8,640	11,693	13,690	13,648	(42)	13,876	228
Gross Appropriations	**3,657,100**	**3,554,443**	**4,335,197**	**4,398,547**	**63,350**	**4,457,878**	**59,331**
Intrafund Transfers	(69,622)	(66,766)	(109,731)	(104,380)	5,351	--	104,380
Net Appropriations	**3,587,479**	**3,487,677**	**4,225,466**	**4,294,167**	**68,701**	**4,457,878**	**163,711**
Total Requirements	**3,587,479**	**3,487,677**	**4,225,466**	**4,294,167**	**68,701**	**4,457,878**	**163,711**
Net County Cost	**920,344**	**967,886**	**954,084**	**985,914**	**31,830**	**1,095,112**	**109,198**
Salary Resolution	15.0	16.0	16.0	16.0	--	16.0	--
Funded FTE	15.0	16.0	16.0	16.0	--	16.0	--

HR Strategic Support and Partnerships (1710P)

HR Strategic Support and Partnerships (1710P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	400,000	276,401	411,629	424,360	12,731	424,360	--
Charges for Services	287,638	259,781	288,500	273,575	(14,925)	288,575	15,000
Interfund Revenue	1,390,492	1,637,465	1,837,679	1,745,284	(92,395)	1,735,937	(9,347)
Miscellaneous Revenue	13,100	19,320	30,500	500	(30,000)	15,500	15,000
Total Revenue	**2,091,229**	**2,192,966**	**2,568,308**	**2,443,719**	**(124,589)**	**2,464,372**	**20,653**
Fund Balance	667,984	941,247	1,121,288	925,559	(195,729)	501,508	(424,051)
Total Sources	**2,759,213**	**3,134,213**	**3,689,596**	**3,369,278**	**(320,318)**	**2,965,880**	**(403,398)**
Salaries and Benefits	2,951,367	3,204,838	3,614,863	3,750,047	135,184	3,775,709	25,662
Services and Supplies	535,292	463,655	1,123,138	1,058,923	(64,215)	634,872	(424,051)
Other Charges	727,092	676,413	743,829	751,527	7,698	769,571	18,044
Reclassification of Expenses	--	--	(23,000)	(23,000)	--	(23,000)	--
Other Financing Uses	20,280	27,446	35,821	37,871	2,050	38,469	598
Gross Appropriations	**4,234,032**	**4,372,352**	**5,494,651**	**5,575,368**	**80,717**	**5,195,621**	**(379,747)**
Intrafund Transfers	(557,147)	(391,818)	(467,428)	(467,595)	(167)	(467,768)	(173)
Net Appropriations	**3,676,885**	**3,980,534**	**5,027,223**	**5,107,773**	**80,550**	**4,727,853**	**(379,920)**
Contingencies/Dept Reserves	456,807	501,508	501,508	501,508	--	501,508	--
Total Requirements	**4,133,692**	**4,482,042**	**5,528,731**	**5,609,281**	**80,550**	**5,229,361**	**(379,920)**
Net County Cost	**1,374,479**	**1,347,829**	**1,839,135**	**2,240,003**	**400,868**	**2,263,481**	**23,478**
Salary Resolution	14.0	14.0	13.0	14.0	1.0	14.0	--
Funded FTE	14.0	14.0	13.0	14.0	1.0	14.0	--

Risk Management (1730P)

Risk Management (1730P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	--	39	--	--	--	--	--
Interfund Revenue	1,584,205	1,801,652	2,107,638	2,133,180	25,542	2,149,330	16,150
Miscellaneous Revenue	--	45,575	--	--	--	--	--
Other Financing Sources	--	--	--	--	--	--	--
Total Revenue	**1,584,205**	**1,847,265**	**2,107,638**	**2,133,180**	**25,542**	**2,149,330**	**16,150**
Fund Balance	565,229	411,540	636,540	825,540	189,000	--	(825,540)
Total Sources	**2,149,434**	**2,258,805**	**2,744,178**	**2,958,720**	**214,542**	**2,149,330**	**(809,390)**
Salaries and Benefits	1,406,559	1,633,540	1,780,740	1,808,489	27,749	1,821,530	13,041
Services and Supplies	101,914	78,062	182,638	184,938	2,300	184,938	--
Other Charges	96,709	154,025	164,552	160,068	(4,484)	163,057	2,989
Fixed Assets	--	--	--	--	--	--	--
Other Financing Uses	385,159	9,168	868,748	1,057,725	188,977	232,305	(825,420)
Gross Appropriations	**1,990,341**	**1,874,796**	**2,996,678**	**3,211,220**	**214,542**	**2,401,830**	**(809,390)**
Intrafund Transfers	(252,448)	(252,530)	(252,500)	(252,500)	--	(252,500)	--
Net Appropriations	**1,737,894**	**1,622,265**	**2,744,178**	**2,958,720**	**214,542**	**2,149,330**	**(809,390)**
Total Requirements	**1,737,894**	**1,622,265**	**2,744,178**	**2,958,720**	**214,542**	**2,149,330**	**(809,390)**
Net County Cost	**(411,540)**	**(636,540)**	**--**	**--**	**--**	**--**	**--**
Salary Resolution	7.0	8.0	8.0	8.0	--	8.0	--
Funded FTE	7.0	8.0	7.7	8.0	0.3	8.0	--

Talent Acquisition (1740P)

Talent Acquisition (1740P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Interfund Revenue	503,636	522,952	534,988	560,186	25,198	560,186	--
Miscellaneous Revenue	--	15,513	--	--	--	--	--
Total Revenue	**503,636**	**538,465**	**534,988**	**560,186**	**25,198**	**560,186**	**--**
Fund Balance	--	--	75,805	--	(75,805)	--	--
Total Sources	**503,636**	**538,465**	**610,793**	**560,186**	**(50,607)**	**560,186**	**--**
Salaries and Benefits	2,142,277	2,222,363	2,588,631	2,464,240	(124,391)	2,472,761	8,521
Services and Supplies	176,071	209,169	284,250	248,560	(35,690)	248,560	--
Other Charges	120,478	244,914	296,789	290,027	(6,762)	296,989	6,962
Other Financing Uses	10,294	13,931	18,452	18,397	(55)	18,703	306
Gross Appropriations	**2,449,120**	**2,690,376**	**3,188,122**	**3,021,224**	**(166,898)**	**3,037,013**	**15,789**
Intrafund Transfers	--	--	(25,000)	(15,000)	10,000	(15,000)	--
Net Appropriations	**2,449,120**	**2,690,376**	**3,163,122**	**3,006,224**	**(156,898)**	**3,022,013**	**15,789**
Total Requirements	**2,449,120**	**2,690,376**	**3,163,122**	**3,006,224**	**(156,898)**	**3,022,013**	**15,789**
Net County Cost	**1,945,484**	**2,151,911**	**2,552,329**	**2,446,038**	**(106,291)**	**2,461,827**	**15,789**
Salary Resolution	14.0	13.0	13.0	13.0	--	13.0	--
Funded FTE	14.0	13.0	13.0	13.0	--	13.0	--

Workforce Resources and Diversity (1750P)

Workforce Resources and Diversity (1750P)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Charges for Services	81,350	37,768	86,000	61,000	(25,000)	61,000	--
Interfund Revenue	1,036,185	1,093,109	1,244,055	1,523,266	279,211	1,556,234	32,968
Miscellaneous Revenue	61,642	63,072	55,097	46,667	(8,430)	46,667	--
Total Revenue	**1,179,177**	**1,193,949**	**1,385,152**	**1,630,933**	**245,781**	**1,663,901**	**32,968**
Fund Balance	44,273	29,773	41,403	--	(41,403)	--	--
Total Sources	**1,223,450**	**1,223,722**	**1,426,555**	**1,630,933**	**204,378**	**1,663,901**	**32,968**
Salaries and Benefits	2,572,986	2,573,792	2,839,211	2,954,330	115,119	2,987,732	33,402
Services and Supplies	1,043,839	676,717	1,113,631	1,002,913	(110,718)	952,913	(50,000)
Other Charges	12,854	98,550	115,441	105,242	(10,199)	106,320	1,078
Gross Appropriations	**3,629,680**	**3,349,058**	**4,068,283**	**4,062,485**	**(5,798)**	**4,046,965**	**(15,520)**
Intrafund Transfers	(238,111)	(205,476)	(389,500)	(309,500)	80,000	(309,500)	--
Net Appropriations	**3,391,569**	**3,143,582**	**3,678,783**	**3,752,985**	**74,202**	**3,737,465**	**(15,520)**
Total Requirements	**3,391,569**	**3,143,582**	**3,678,783**	**3,752,985**	**74,202**	**3,737,465**	**(15,520)**
Net County Cost	**2,168,119**	**1,919,861**	**2,252,228**	**2,122,052**	**(130,176)**	**2,073,564**	**(48,488)**
Salary Resolution	12.0	12.0	13.0	12.0	(1.0)	12.0	--
Funded FTE	12.0	12.0	13.0	12.0	(1.0)	12.0	--

Shared Services (1780B)

Shared Services (1780B)
General Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	5,580	3,729	6,000	4,000	(2,000)	6,000	2,000
Charges for Services	6,978	7,570	7,131	13,656	6,525	13,683	27
Interfund Revenue	16,231	17,964	30,830	23,077	(7,753)	23,101	24
Miscellaneous Revenue	73,701	32,655	62,300	43,000	(19,300)	85,426	42,426
Total Revenue	**102,489**	**61,919**	**106,261**	**83,733**	**(22,528)**	**128,210**	**44,477**
Fund Balance	74,946	116,948	208,809	116,980	(91,829)	40,049	(76,931)
Total Sources	**177,435**	**178,867**	**315,070**	**200,713**	**(114,357)**	**168,259**	**(32,454)**
Salaries and Benefits	1,558,925	1,510,398	1,739,582	1,748,303	8,721	1,751,057	2,754
Services and Supplies	421,273	249,986	661,800	590,328	(71,472)	581,963	(8,365)
Other Charges	217,321	163,615	277,050	305,408	28,358	310,093	4,685
Reclassification of Expenses	--	--	23,000	23,000	--	23,000	--
Other Financing Uses	8,381	11,342	8,406	8,381	(25)	8,520	139
Gross Appropriations	**2,205,900**	**1,935,340**	**2,709,838**	**2,675,420**	**(34,418)**	**2,674,633**	**(787)**
Intrafund Transfers	(425,067)	(203,372)	(628,500)	(671,499)	(42,999)	(672,142)	(643)
Net Appropriations	**1,780,834**	**1,731,968**	**2,081,338**	**2,003,921**	**(77,417)**	**2,002,491**	**(1,430)**
Contingencies/Dept Reserves	38,050	43,115	51,843	40,078	(11,765)	40,050	(28)
Total Requirements	**1,818,884**	**1,775,083**	**2,133,181**	**2,043,999**	**(89,182)**	**2,042,541**	**(1,458)**
Net County Cost	**1,641,448**	**1,596,216**	**1,818,111**	**1,843,286**	**25,175**	**1,874,282**	**30,996**
Salary Resolution	12.0	12.0	12.0	12.0	--	12.0	--
Funded FTE	12.0	12.0	12.0	12.0	--	12.0	--

Non-Departmental Services (8000B)

Non-Departmental Services (8000B)
All Funds
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Taxes	681,991,825	725,928,141	614,056,607	627,721,708	13,665,101	655,383,031	27,661,323
Licenses, Permits and Franchises	522,947	598,885	604,873	610,922	6,049	617,031	6,109
Fines, Forfeitures and Penalties	266,681	(500)	--	--	--	--	--
Use of Money and Property	28,634,792	25,722,669	25,863,356	27,043,640	1,180,284	27,792,904	749,264
Intergovernmental Revenues	10,927,080	69,412,310	129,901,252	31,720,135	(98,181,117)	1,732,292	(29,987,843)
Charges for Services	395,858	1,850,495	747,116	1,708,438	961,322	1,708,438	--
Interfund Revenue	5,288,899	6,653,880	6,737,152	6,857,078	119,926	6,981,424	124,346
Miscellaneous Revenue	2,533,236	4,073,224	483,693	231,843	(251,850)	231,843	--
Other Financing Sources	1,511,247	442,640	--	--	--	--	--
Non-County Revenue	--	7,400,000	--	--	--	--	--
Total Revenue	**732,072,564**	**842,081,743**	**778,394,049**	**695,893,764**	**(82,500,285)**	**694,446,963**	**(1,446,801)**
Fund Balance	359,113,456	445,110,154	544,732,834	432,939,894	(111,792,940)	270,679,748	(162,260,146)
Total Sources	**1,091,186,020**	**1,287,191,897**	**1,323,126,883**	**1,128,833,658**	**(194,293,225)**	**965,126,711**	**(163,706,947)**
Salaries and Benefits	50,667,545	59,059	47,881,023	10,140,000	(37,741,023)	10,140,000	--
Services and Supplies	23,907,004	56,496,849	150,440,734	109,311,114	(41,129,620)	42,458,294	(66,852,820)
Other Charges	11,285,448	30,412,744	126,962,619	75,123,320	(51,839,299)	75,237,515	114,195
Fixed Assets	100,000	1,691,050	7,000,000	7,000,000	--	7,000,000	--
Other Financing Uses	37,212,492	52,329,748	214,212,046	159,622,336	(54,589,710)	61,384,509	(98,237,827)
Gross Appropriations	**123,172,490**	**140,989,450**	**546,496,422**	**361,196,770**	**(185,299,652)**	**196,220,318**	**(164,976,452)**
Intrafund Transfers	(824,062)	(794,039)	(484,045)	(484,045)	--	(484,045)	--
Net Appropriations	**122,348,427**	**140,195,410**	**546,012,377**	**360,712,725**	**(185,299,652)**	**195,736,273**	**(164,976,452)**
Contingencies/Dept Reserves	480,984,304	618,456,847	179,149,328	154,034,660	(25,114,668)	154,034,660	--
Total Requirements	**603,332,731**	**758,652,258**	**725,161,705**	**514,747,385**	**(210,414,320)**	**349,770,933**	**(164,976,452)**
Net County Cost	**(487,853,289)**	**(528,539,640)**	**(597,965,178)**	**(614,086,273)**	**(16,121,095)**	**(615,355,778)**	**(1,269,505)**

Debt Service Fund (8900B)

Debt Service Fund (8900B)
Debt Service Fund
FY 2021-22 & FY 2022-23 Budget Unit Summary

	Actual 2018-19	Actual 2019-20	Revised 2020-21	Recomm 2021-22	Change 2021-22	Recomm 2022-23	Change 2022-23
Use of Money and Property	430,518	376,043	----	--	--	--	--
Other Financing Sources	52,429,162	48,088,485	47,028,898	39,627,688	(7,401,210)	40,962,164	1,334,476
Total Revenue	**52,859,680**	**48,464,529**	**47,028,898**	**39,627,688**	**(7,401,210)**	**40,962,164**	**1,334,476**
Fund Balance	21,687,080	22,768,512	24,097,460	24,083,748	(13,712)	21,453,060	(2,630,688)
Total Sources	**74,546,760**	**71,233,041**	**71,126,358**	**63,711,436**	**(7,414,922)**	**62,415,224**	**(1,296,212)**
Services and Supplies	--	--	--	--	--	--	--
Other Charges	51,778,248	47,135,580	46,657,874	39,257,993	(7,399,881)	40,598,009	1,340,016
Other Financing Uses	--	--	2,810,002	3,000,383	190,381	--	(3,000,383)
Gross Appropriations	**51,778,248**	**47,135,580**	**49,467,876**	**42,258,376**	**(7,209,500)**	**40,598,009**	**(1,660,367)**
Intrafund Transfers							
Net Appropriations	**51,778,248**	**47,135,580**	**49,467,876**	**42,258,376**	**(7,209,500)**	**40,598,009**	**(1,660,367)**
Non-General Fund Reserves	22,768,512	24,097,460	21,658,482	21,453,060	(205,422)	21,817,215	364,155
Total Requirements	**74,546,760**	**71,233,041**	**71,126,358**	**63,711,436**	**(7,414,922)**	**62,415,224**	**(1,296,212)**
Net County Cost	**—**	**—**	**—**	**—**	**—**	**—**	**—**



GLOSSARY OF BUDGET TERMS





FY 2021-22 / FY 2022-23

RECOMMENDED BUDGET





GLOSSARY OF BUDGET TERMS

2 Code of Federal Regulations (CFR) Part 200 (formerly "A-87"): A guideline that sets forth principles and standards for the determination of costs applicable to County programs funded by the federal and state governments. Under the circular for local governments, the County must 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 2 CFR Part 200 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 2 CFR Part 200. Revenue received from non-General Fund budget units is centrally budgeted in the Non-Departmental Services budget unit.

Access and Care for Everyone (ACE): 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.

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 or outflows to be combined with future expected cash inflows or outflows to give a more accurate picture of a fund's current financial condition.

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

Appropriation: An expenditure authorization granted by the Board of Supervisors from a specific fund and a specific budget unit. Appropriation authority is granted at the object level, including 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 (excluding extra-help and term positions) via a legislative item called a Salary Resolution; 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 Balance, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund.

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

Budget Formulation and Management (BFM): The County's budget development software application.

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

Budget Unit Summary: Format used in the budget book to show major categories of revenue and appropriations for a budget unit at the class and object level.

California Work Opportunity and Responsibilities to Kids (CalWORKs): California's welfare-to-work program established by the State Welfare to Work Act of 1997. The program 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 Expenditures: Charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of $5,000 and a useful life expectancy of greater than one year.

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. Generally, these projects have a value in excess of $100,000 and a useful life expectancy greater than 10 years.

Chart of Accounts: A list of account numbers and names which provide the organizing framework for budgeting, recording, and reporting on all financial transactions. The Chart of Accounts is comprised of sub-accounts (the level at which transactions are posted), account groups (a roll-up of related sub-accounts) and objects (major categories of revenues and expenditures as defined by the State Controller's guideline and the account level at which the Board of Supervisors approves the budget). As a general rule, objects end with at least two zeros (e.g., 1200, 1400, and 1600), account groups end with one zero (e.g., 1010, 1020, and 1030), and sub-accounts end with a number between one and nine (e.g., 1021, 1024, and 1025).

Comprehensive Annual Financial Report (CAFR): 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.

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 cannot be expended without four-fifths vote approval from the Board of Supervisors.

Core IT: Fundamental IT services provided to all departments that are bundled together to provide a streamlined approach to calculating and allocating costs. Services include IT security, cardkey, and network services.

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 cannot 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, or impending retirement. Most assets lose their value over time and must be replaced once the end of their useful life is reached. Depreciation applies mainly to physical assets like equipment and structures.

Description of Results: Describes the results the program is expected to achieve in the current year and in the upcoming budget year.

Description of Services: Describes the services the program delivers.

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.

Education Revenue Augmentation Fund (ERAF): In FY 1992-93 and FY 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. ERAF is the fund into which redirected property taxes are deposited in each county. In FY 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 FY 1993-94 property tax shift, the Legislature proposed, and the voters approved, Proposition 172. This measure provides counties and cities with a share of a half-cent sales tax for public safety purposes.

Enterprise Fund: 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. An enterprise fund can also be established when 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, intergovernmental grants, entitlements, and shared revenues.

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

Facility Surcharge: A 10 percent surcharge added to County-owned facility rent charges. Half of the funds assist the Department of Public Works in maintaining the Facility Condition Index for County-owned buildings and the other half is transferred to the Debt Service Fund where it is available for future bond financings.

Fiduciary Funds: Funds that account for resources that governments hold in a 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 or appropriation amounts, and are brought to the Board in September for final budget approval.

Fiscal Year (FY): A 12-month accounting period which differs from the calendar year. At the County of San Mateo, 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/Capital Assets: Long-lived tangible assets (over the value of $5,000) obtained or controlled as a result of past transactions, events, or circumstances. Fixed/capital 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. The terms fixed assets and capital assets are used interchangeably throughout the budget.

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 per week times 52 weeks). For example, two full-time positions at 40 hours per week, two part-time positions at 20 hours per week, and one part-time position at 32 hours per week equals 3.8 FTEs. This example, however, would represent five authorized positions in the Salary Resolution.

FTE Example:

2 - Full-time positions (40 hours a week) =	2.0 [2 x (40/40)]
2 - Part-time position (20 hours a week) =	1.0 [2 x (20/40)]
1 - Part-time position (32 hours a week) =	0.8 [1 x (32/40)]
FTE Total = (2.0 + 1.0 + 0.8) = 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 resources remaining from prior years that are available to be budgeted in the current year. It is also the difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, Fund Balance 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 summary 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 program's 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.

Fungible: When two or more things are interchangeable and can be substituted for each other since they are of equal value.

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.

Geographic Information System (GIS): A collection of map data layers representing various geographic features such as parcels, districts, jurisdictions, streets, and landmarks, and the attributes describing the spatial features.

Government Accounting Standards Board (GASB): An independent, non-profit, non-governmental regulatory body charged with setting authoritative standards of accounting and financial reporting for state and local governments. GASB accounting standards are the primary source of Generally Accepted Accounting Principles (GAAP) for state and local governments. GASB issues Statements of Governmental Accounting Standards, including GASB 34 - Basic Financial Statements for State and Local Governments; GASB 45 - Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions; GASB 67 - Financial Reporting for Pension Plans; GASB 68 - Accounting and Financial Reporting for Pensions; GASB 74 - Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans; and GASB 75 - Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions.

Governmental Funds: Applies to all County funds except for profit and loss funds (i.e., enterprise funds, internal service funds, and trust and agency funds). Examples include the General Fund, special assessment funds, and Capital Project Funds.

Government Finance Officers Association (GFOA): Represents public finance officials throughout the U.S. and Canada. The organization provides best practice guidance, consulting, networking opportunities, publications, recognition programs (including its Distinguished Budget Presentation Award Program), research, and training opportunities for those in the profession.

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.

Headline Measures: The two most meaningful measures to track a department's success. These measures are presented in graph form for each department presented in the County budget.

Health Plan of San Mateo (HPSM): A Medi-Cal countywide 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 percent 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 percent of the Federal Poverty Level.

Interfund Revenue: Transfers of costs between different funds are 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 (e.g., Information Services Department, Department of Public Works, and Human Resources Department), 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 the same fund) or as Interfund Revenue (from a different fund). 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 the 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.

Joint Powers Authority (JPA): An entity whereby two or more public authorities (e.g., a city and county government or a utility district and a transportation district) can operate collectively.

LEAN: A way of thinking and working that helps staff identify and provide value-focused services to their customers. It focuses on increasing value for the customer, reducing organizational waste, increasing employee engagement and involvement, and building a culture of continuous process improvement.

Lease Revenue Bond (LRB): A loan made to the County that is repaid by income ("revenue") generated by a project.

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 K (formerly Measure A): The half-cent general sales tax initially approved by San Mateo County voters in November 2012 and extended by voters in November 2016 for a total of thirty years. The Board of Supervisors and County staff conduct study sessions and perform community outreach efforts to inform priorities for Measure K spending.

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 (i.e., its 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 60 days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under the 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 plus Intrafund Transfers. The Net Appropriation is used when summing 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 a budget unit's appropriation that is financed by General Fund revenues in Non-Departmental Services, such as property taxes, sales taxes, and interest earnings.

Object Level (of Appropriations/Expenditures): Major classification category of proposed or actual expenditures 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.

OneSolution Finance and Administration System (OFAS): Financial software that is maintained by the Controller's Office and used by the County for daily accounting purposes such as accounts payable, job costing, purchasing, deposits, and budget monitoring.

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. They include 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 expenditures that 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 2025 goals into a department's existing planning, priority-setting, performance measurement, and budget development or 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 the workload and effort; service quality and efficiency; and the effectiveness and outcome(s) of a program.

Program: Operating unit(s) within a department that provide(s) 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 and simple statement of what the program does and what it hopes to accomplish.

Program Summary: A brief 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 the half-cent Public Safety Sales Tax authorized by the voters in 1993; this revenue source provides funding for criminal justice and public safety expenditures.

Realignment Revenue: Refers to the shift or realignment of responsibility from the state to counties in 1991 for health, mental health, and various social service programs, accompanied by a source of dedicated revenue and for supervision of low risk offenders in 2011. The revenues allocated to counties to fund these programs include a half 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/June 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 address revenue changes, as well as specific additional funding for proposed projects, activities, or purchases.

Reserves (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 four-fifths 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; Licenses, 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 Resolution: The master legal roster of all authorized positions in the County, delineated by budget unit. The Salary Resolution is maintained by the Human Resources Department. Each year, the Salary Resolution is completely updated to reflect budget changes. The Resolution, as well as all amendments to the Resolution, must be adopted by the Board of Supervisors; changes can occur during the year as required.

Salary Resolution Amendment (SRA): Changes to the Master Salary Resolution, which must be adopted by the Board of Supervisors.

Service Charges: Charges from servicing organizations for support services provided to a particular budget unit. These include, but are not limited to, 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 the purchase of goods and services. Includes a wide variety of expense categories required to support the purposes of a given activity (e.g., 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 community visioning process resulted in the creation of the County's strategic plan, which reflects the goals and priorities for the San Mateo County community. 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 Shared Vision 2025.

Sources: refers to all revenue and Fund Balance available to finance expenses.

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 include water, drainage, flood control, hospital, fire protection, and transit.

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 road services, a Road Fund would account for the revenues and expenditures associated with such purposes.

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 may or may not have discretion over the use of the funds. 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.